

7.0 Business Results

7.1 Customer Focused Results

Customer Satisfaction Scorecard

Measurement Index	Weight	Score	Weighted Score	Goal
Customer Satisfaction Survey Results	30%	81	24.3	30
Focus Group Survey Results	10%	91	9.1	10
Complaints Solved at Lowest Level	10%	71	7.1	8.5
Customer Contact Requirements Met	10%	89	8.8	9.5
Comment Card Results	25%	89	22.25	25
Customer Competitive Perception	5%	80	4	4.5
Rates of Positive Referral	10%	91	9.1	9.5
Total	100%		84.65	97
				87.27%

Figure 7.1-1

The Customer Satisfaction Scorecard for Fiscal Year (FY) 2001 indicates that the 417th Base Support Battalion (BSB) is within 87% of achieving our related goals and objectives for this Strategic Area. Following are the results which substantiate the scorecard.

Quarterly Comment Card Results

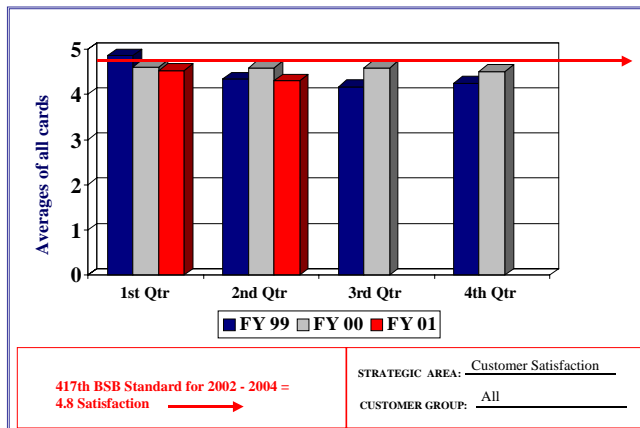


Figure 7.1-2

While comment card results are not weighted as heavily as our Customer Satisfaction Survey, we receive 100-200 cards per month and the program is one of our most important tools for listening and learning from Customers.

Focus Group Results - Single Soldiers

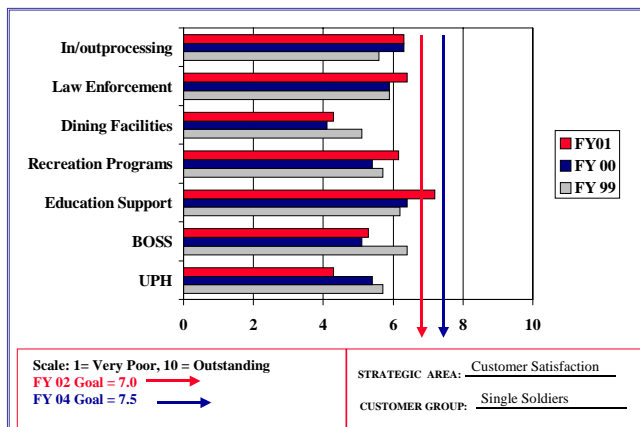


Figure 7.1-3

Focus Group Results - Married Soldiers

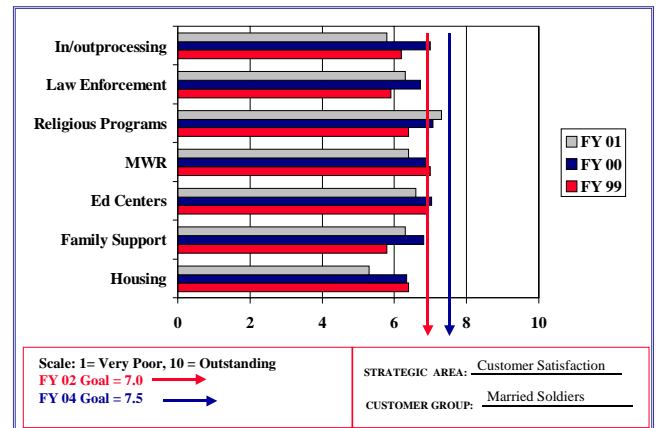


Figure 7.1-4

Focus Group Surveys revolve around key Customer requirements identified by Key Process Teams (KPTs) and Key Support Process Owners (KSPOs). These results are distributed to the Command Group, Systems Team for Analysis and Review (STAR), and the process owners who collectively analyze results and establish improvement goals.

Focus Group Results - Youth 6-12

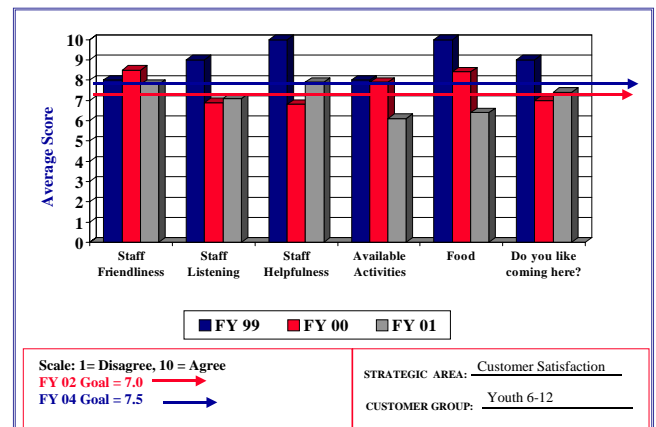


Figure 7.1-5

Focus Group Results – Youth 13-18

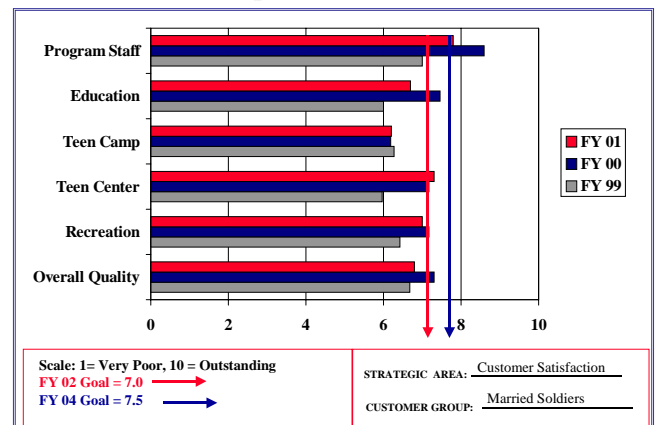


Figure 7.1-6

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With assistance from the Child and Youth Services (CYS) Staff, focus groups are conducted for some of the youngest members of our community.

Focus Group Results - Spouses

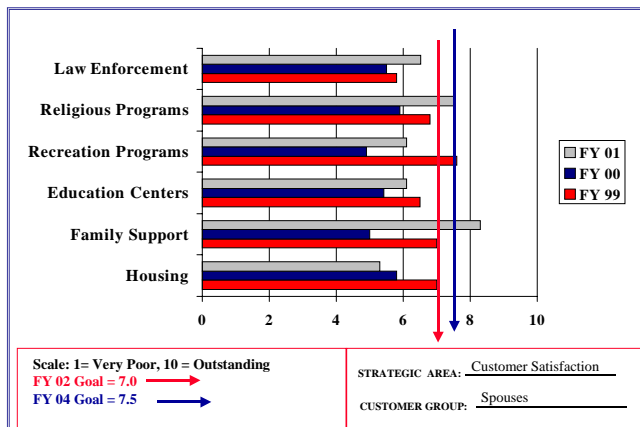


Figure 7.1-7

Focus Group Results - Parents

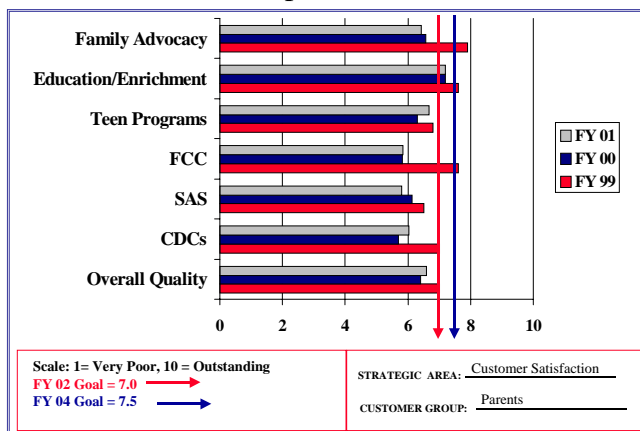


Figure 7.1-8

CSI - Youth Programs

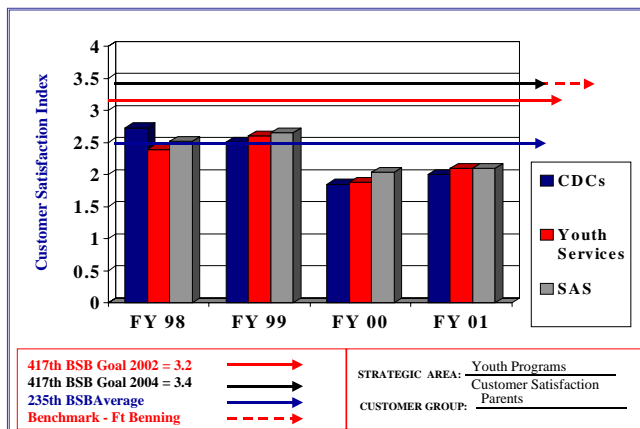


Figure 7.1-9

Improvements to program planning and facility management have improved Customer satisfaction in this Strategic Area.

CSI - Real Property Management

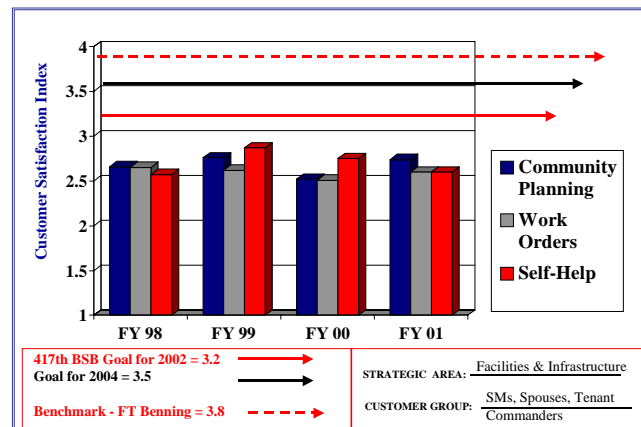


Figure 7.1-10

As a key process of the 417th BSB, how well we manage our facilities and infrastructure has a direct bearing on Customer satisfaction, particularly because it affects so many key Customer groups.

Customer Satisfaction - Religious Programs

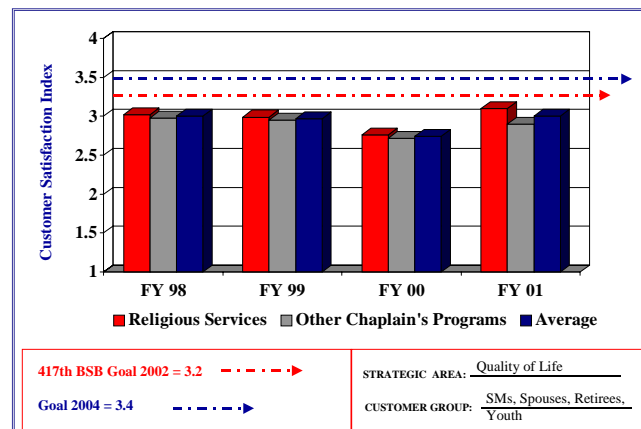


Figure 7.1-11

Customer Satisfaction - Entertainment

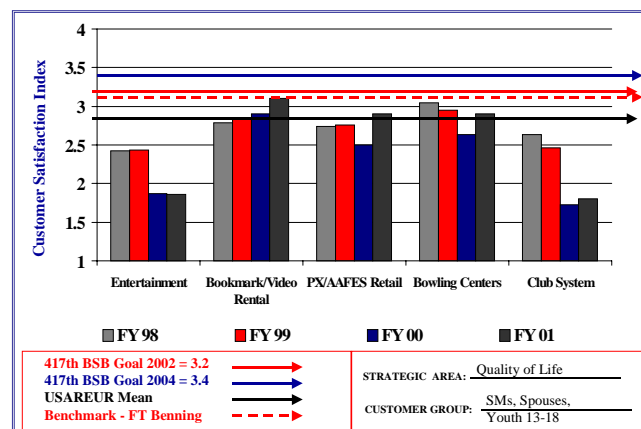


Figure 7.1-12

Customer Satisfaction - Recreation Programs

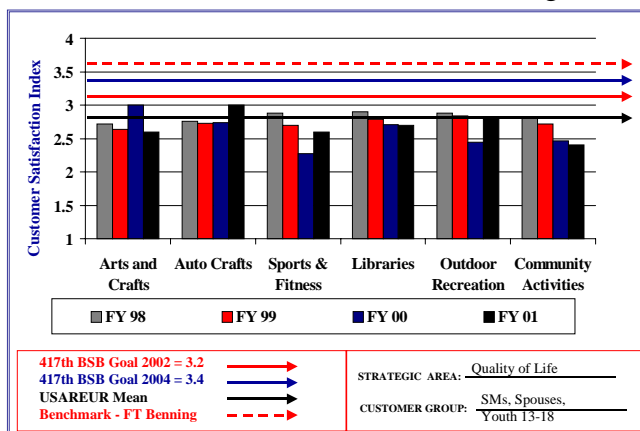


Figure 7.1-13

Customer-driven leisure and recreational activities are key to facilitating the best possible quality of life in the 417th BSB.

Customer Satisfaction - Force Protection

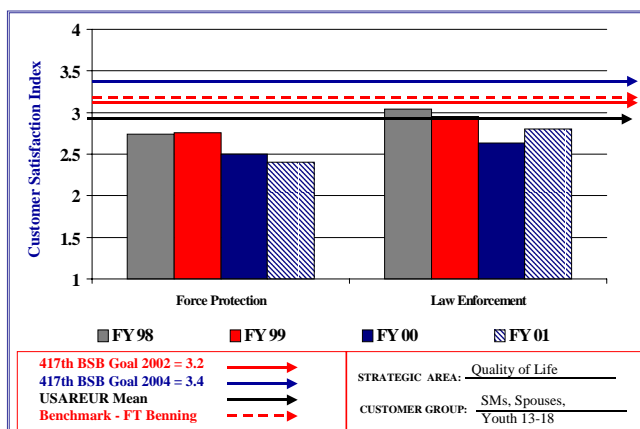


Figure 7.1-14

Measures taken to secure our installations during higher Threat Conditions (THREATCON) can sometimes inconvenience our Customers. Increased emphasis and security improvements in this Strategic Area over the past year are responsible for the slight drop in satisfaction rates.

Customer Satisfaction - Schools

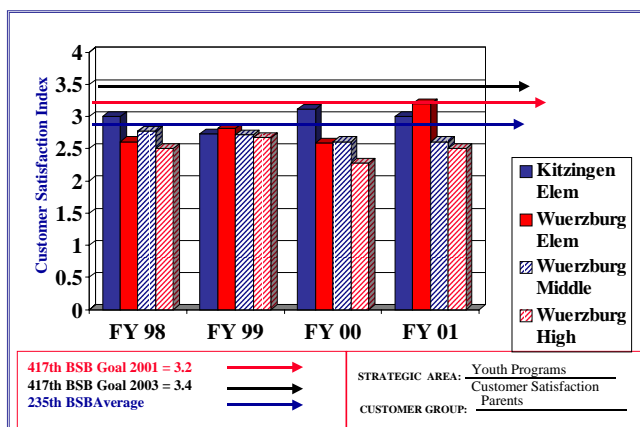


Figure 7.1-15

As key partners identified by the Youth Programs KPT, we depend on our schools to provide the highest quality academic programs possible.

Customer Satisfaction - Mailrooms

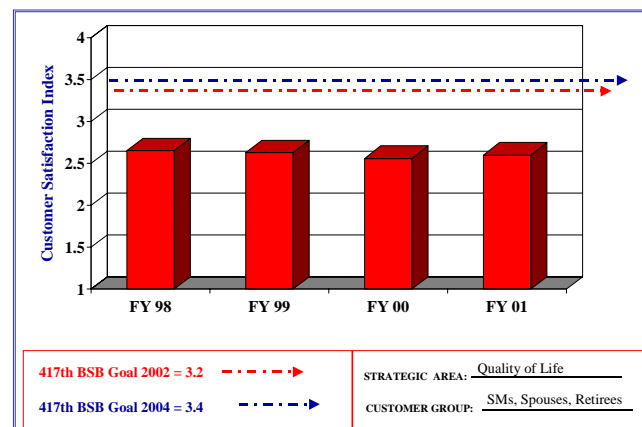


Figure 7.1-16

Customer Satisfaction - Health Care

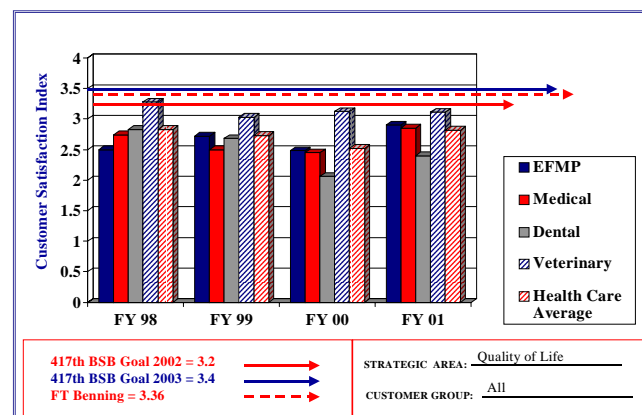


Figure 7.1-17

With the exception of the Veterinary Clinic, health care facilities are partners of the 417th BSB in facilitating quality of life for the soldiers, family members, civilians and retirees in our communities.

Quality of Housing - In Check

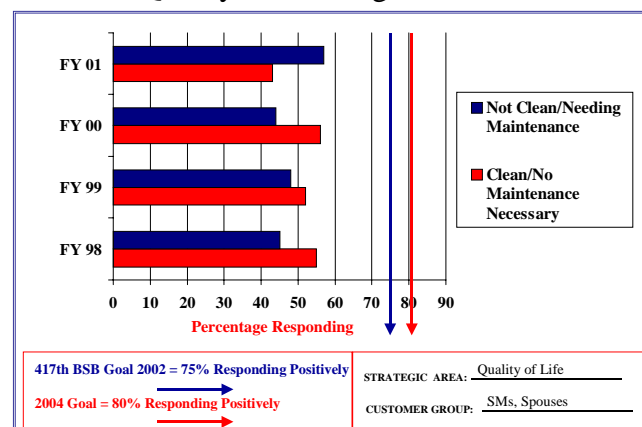


Figure 7.1-18

7.0 Business Results

Housing quality upon moving in reflects directly upon the 417th BSB, and is a sound indicator of Customer satisfaction with this key requirement.

Convenience of Mailroom Operating Hours

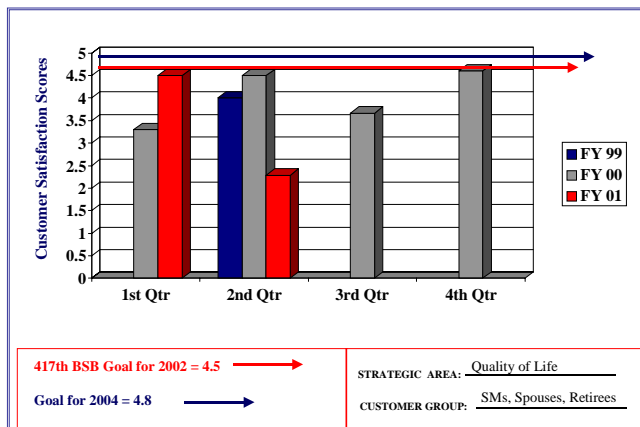


Figure 7.1-19

Manpower shortages caused a reduction of four hours per week in mailroom operating hours during the beginning of the year, which is responsible for the marked drop in Customer satisfaction.

CSI - Physical Readiness Programs & Facilities

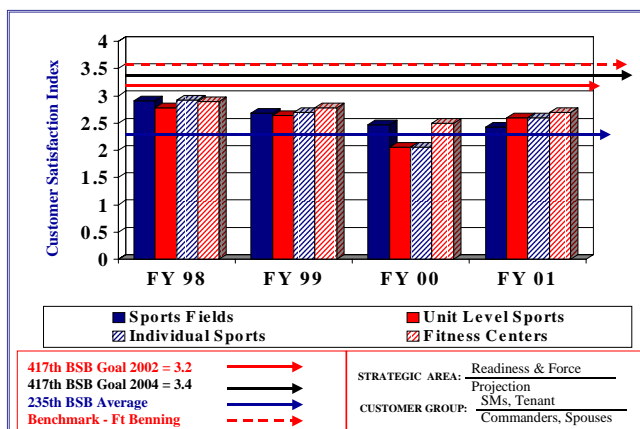


Figure 7.1-20

Complaints Resolved at Lowest Level

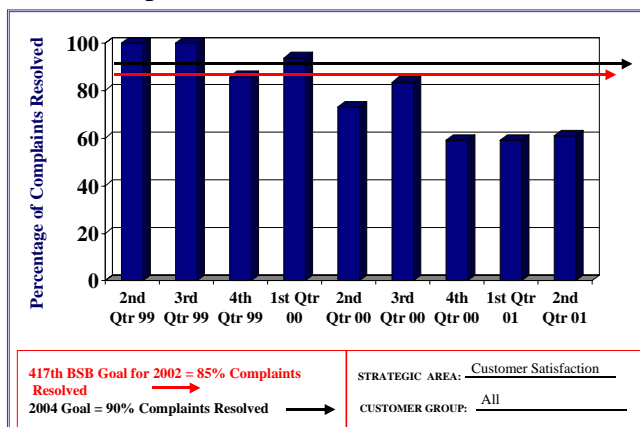


Figure 7.1-21

Customer Contact Requirements Met

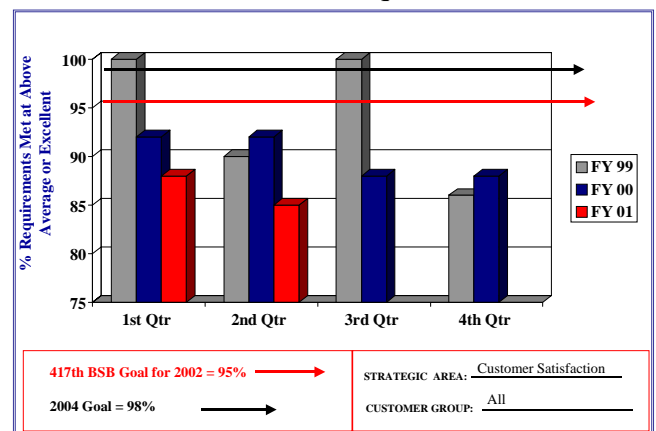


Figure 7.1-22

In all cases, the 417th BSB tries to ensure that Customer issues and concerns are resolved at the lowest level and that Customer Service Standards are effectively met.

Customer Competitive Perception

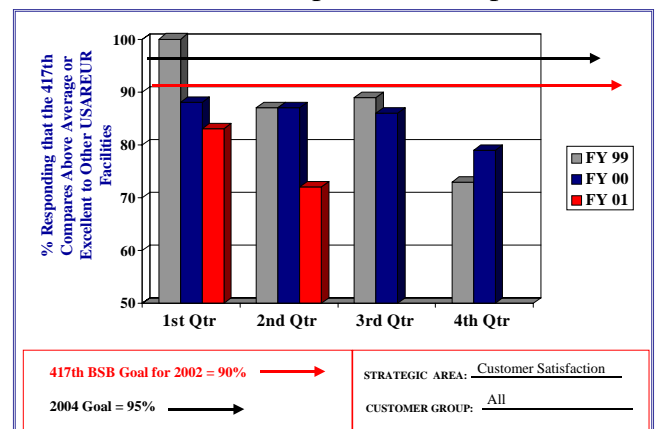


Figure 7.1-23

How well we compare to similar facilities that our Customers have visited is not only part of determining Customer satisfaction, but it provides us with a tool for quality improvement in our facilities and programs.

Rates of Positive Referral

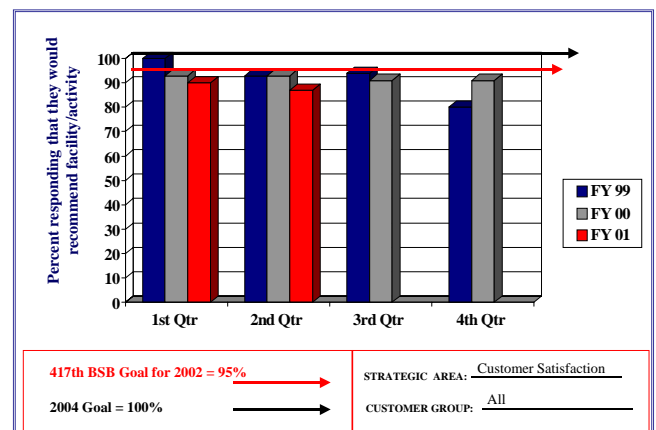


Figure 7.1-24

7.0 Business Results

From our Comment Card Program, the 417th BSB can determine the percentage of Customers using our facilities who would recommend them to potential Customers.

7.2 Financial Performance Results

Fiscal Stewardship Scorecard

Measurement Index	Weight	Score	Weighted Score	Goal
Workyear Utilization Rates	15%	95	14.25	15
OMA Budget Execution Rates	15%	100	15	15
AFH Budget Execution	15%	90	13.5	15
OSD Budget Execution	10%	41	4.1	10
CPMC Execution Rates	10%	15	1.5	10
Cost of Utilities	10%	87	8.7	10
Cost of Solid Waste Management	10%	100	10	10
NAF NIBD to Total Revenue	15%	100	15	15
Total	100%		82.05	100
				82.05%

Figure 7.2-1

Appropriated Fund Budget Execution - OMA

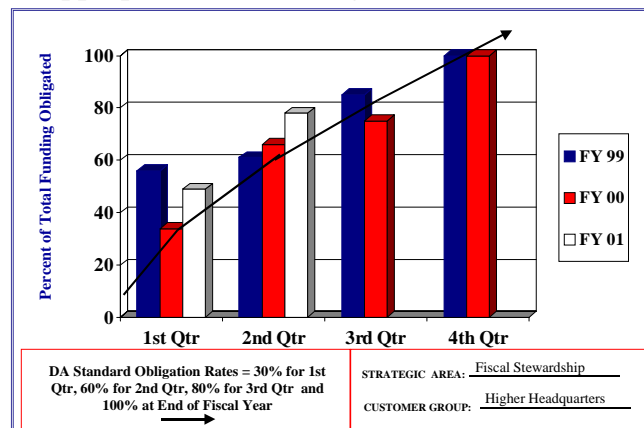


Figure 7.2-2

Appropriated Fund Budget Execution - AFH

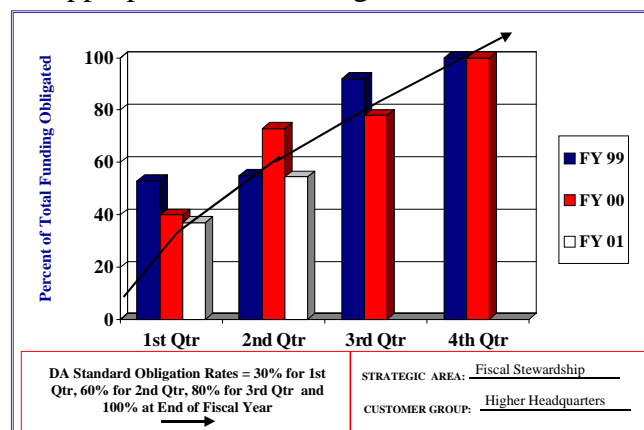


Figure 7.2-3

Budget execution rates are critical in determining out-year funding. With proactive fiscal stewardship in executing

100% of our Annual Operating Budgets, we are in a better position to be adequately funded in the coming year.

Appropriated Fund Budget Execution - OSD

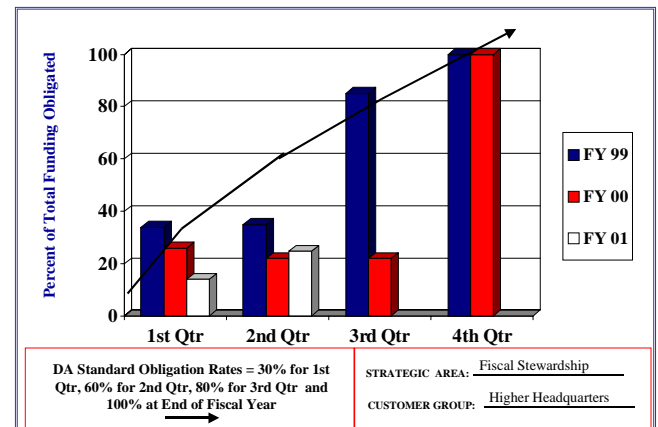


Figure 7.2-4

CPMC Execution Rates

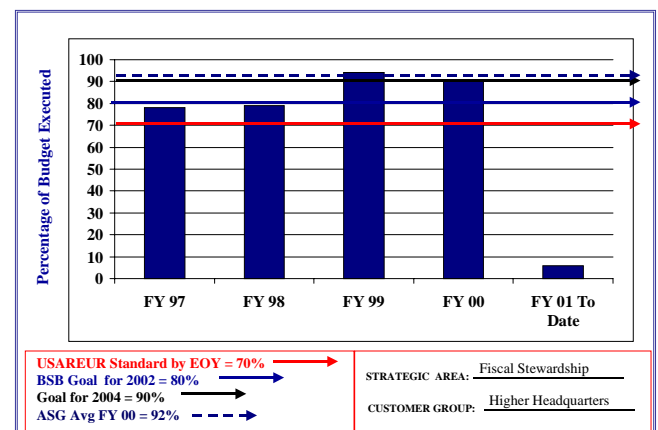


Figure 7.2-5

The execution of Non-Appropriated Fund (NAF) Capital Purchase and Minor Construction (CPMC) funding validates requirements for equipment and facility renovations in support improving our Customers' quality of life.

Cost of Utilities

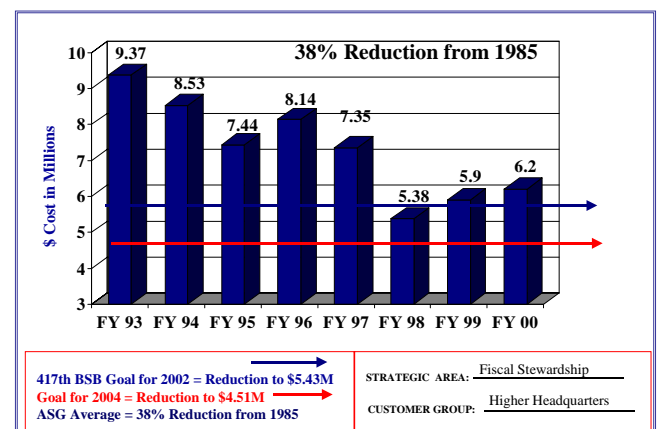


Figure 7.2-6

Utilities Privatization

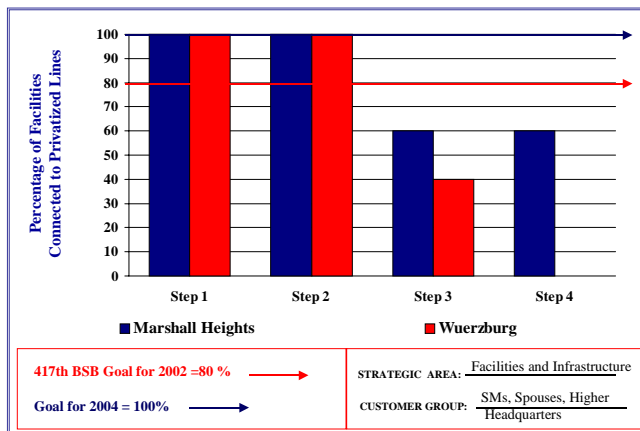


Figure 7.2-7

Figures for the last eight years illustrate proactive stewardship in significantly reducing the cost of utilities. Projected consumption for FY 01 is expected to be well within both USAREUR and BSB goals. Privatization of utility systems is one way we aspire to accomplish this.

Cost of Solid Waste Management

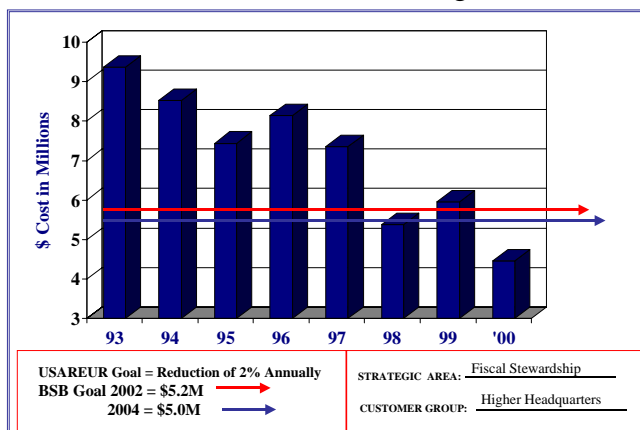


Figure 7.2-8

Through an aggressive waste management program, the cost of solid waste disposal has declined significantly over the past five years.

NIBD as a Percentage of Total Revenue

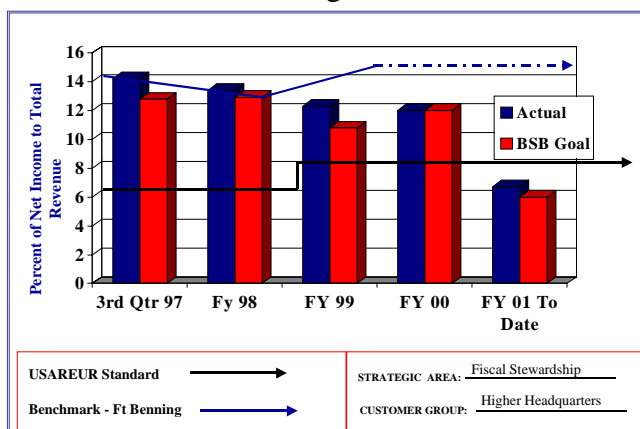


Figure 7.2-9

NAF Net Income to Total Revenue is the true measure of success within the Morale, Welfare, and Recreation arena.

Work Year Utilization

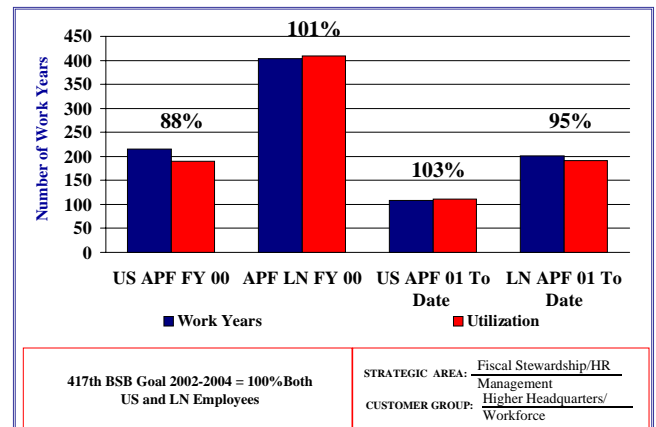


Figure 7.2-10

With a significant hiring backlog, we use excess manpower funding to fill temporary, but not authorized positions which are critical to the accomplishment of our Mission. Figure 7.2-10 illustrates how effectively we are able manage this funding.

7.3 Human Resource Results

Human Resource Management Scorecard

Measurement Index	Weight	Score	Weighted Score	Goal
Employee Climate Index - Well-Being	10%	90	9	10
Focus Group Results	10%	96	9.6	10
Complaints Elevated to Command Group	5%	100	5	5
Recognition Equitability	10%	76	7.6	10
Reduction of Hire Lag	15%	45	6.75	15
Mandatory Training Accomplishment	10%	58	5.8	10
Workforce Communication	5%	86	4.3	5
Work & Job Design Satisfaction	10%	78	7.8	10
Work Year Utilization	15%	95	14.25	15
Employee Involvement Satisfaction	10%	88	8.8	10
Total	100%		78.9	100
			78.90%	

Figure 7.3-1

Recognition Equitability

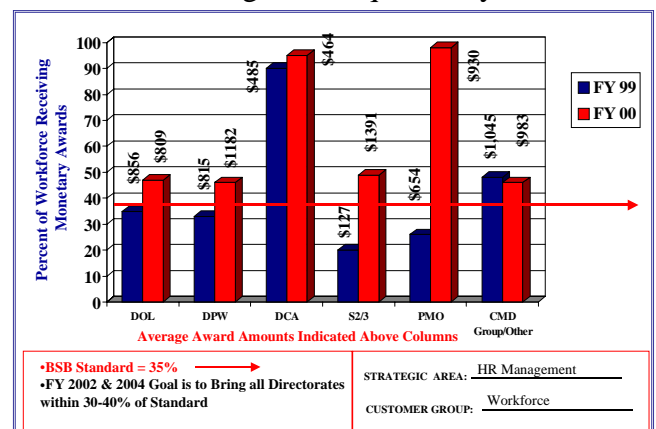


Figure 7.3-2

Employee Climate - Recognition

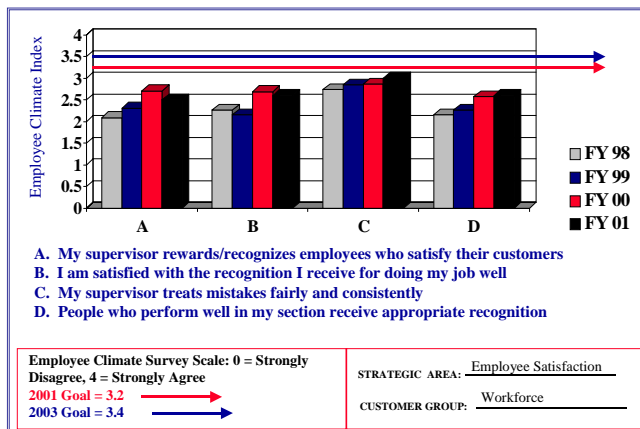


Figure 7.3-3

Recognition equitability is not only an indicator of how well our system for rewarding and compensating employees is functioning, but is also a significant contributor to employee satisfaction. While results in Figures 7.3-2 and 7.3-3 indicate that our workforce feels the system to be fair, senior leadership continues to monitor the actual equitability to address and analyze employees' perception.

Mandatory Training Accomplishment

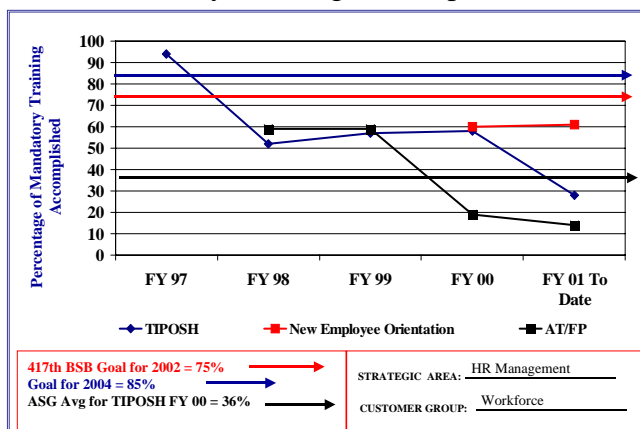


Figure 7.3-4

Employee Climate - Education & Training

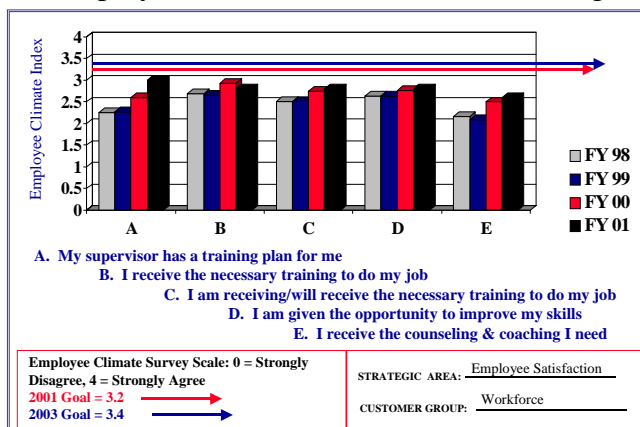


Figure 7.3-5

While achieving our goals for mandatory training completion has always been a challenge for the 417th BSB, employee satisfaction with training opportunities continues to increase, as illustrated in Figures 7.3-4&5.

Workforce Survey Results

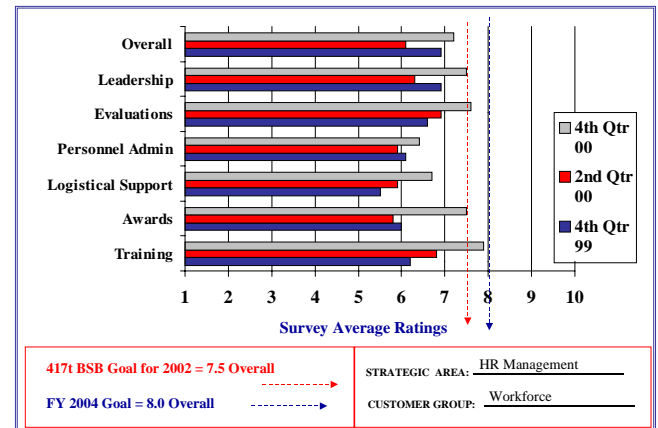


Figure 7.3-6

In addition to our Employee Climate Survey, the 417th BSB conducts semi-annual focus groups with randomly selected members of the workforce.

Employee Climate - Well-Being

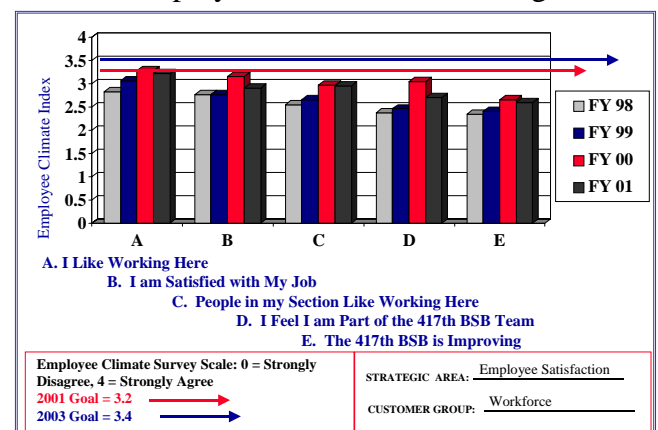


Figure 7.3-7

Employee Climate - Work Design

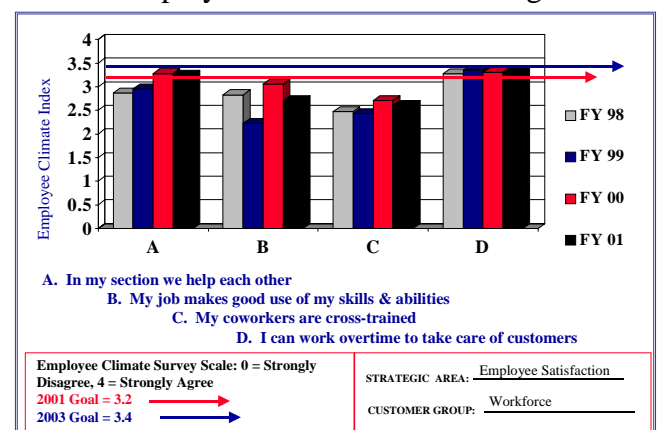


Figure 7.3-8

Employee Climate - Involvement

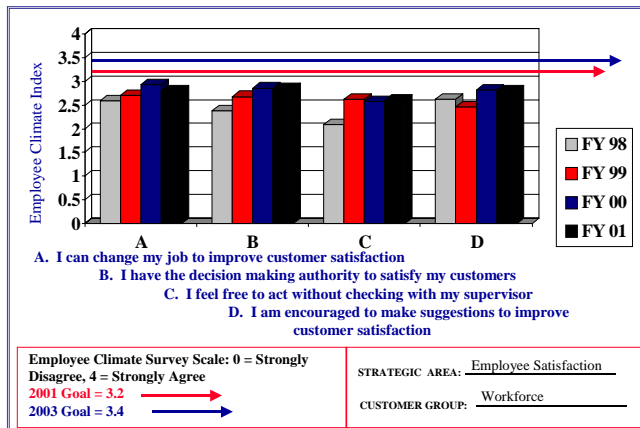


Figure 7.3-9

Figures 7.3-7, 8 and 9 reflect our progress in achieving our employee satisfaction goals in the human resource pillars of Well-Being, Work and Job Design, and Involvement.

Employee Climate - Work Conditions

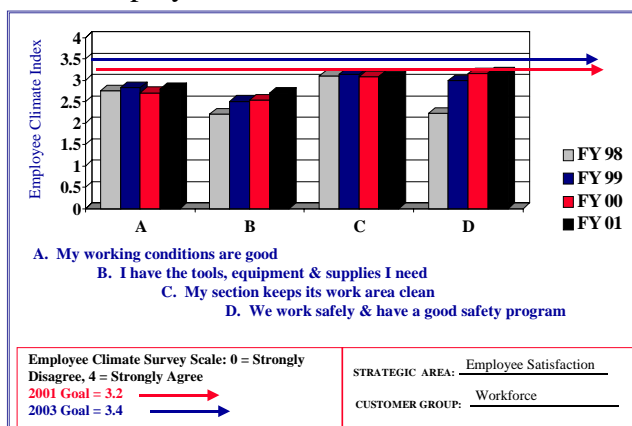


Figure 7.3-10

The 417th BSB has made significant improvement in the way employees feel about their work conditions; almost achieving the goal established for 2002.

Complaints Elevated to Executive Officer

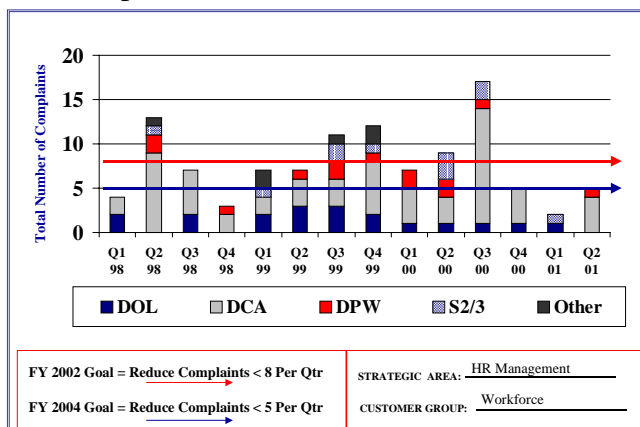


Figure 7.3-11

Reduction of Hire Lag

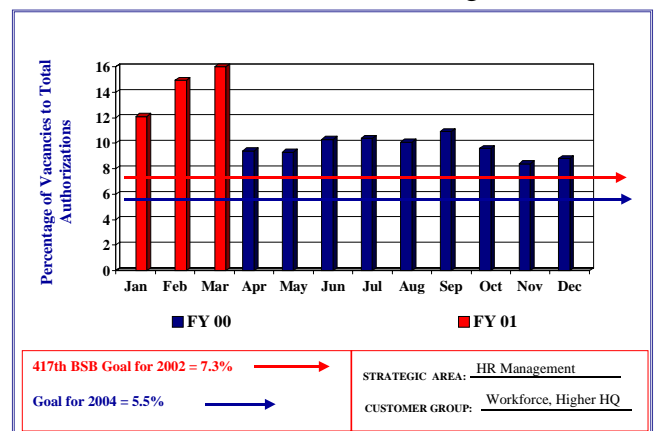


Figure 7.3-12

Changes to regulations which govern the hiring of employees have caused our hire lag rates to increase significantly during the second quarter of Fiscal Year 2001.

Mystery Information Scores

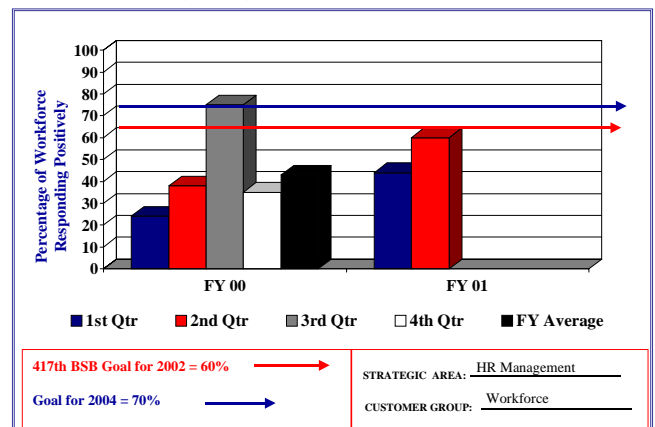


Figure 7.3-13

The Mystery Information Program was developed with the objective of creating a culture of information sharing in the 417th BSB. After only one year, significant improvement can be seen in how effectively we communicate with our workforce.

Employee Climate - Support Functions

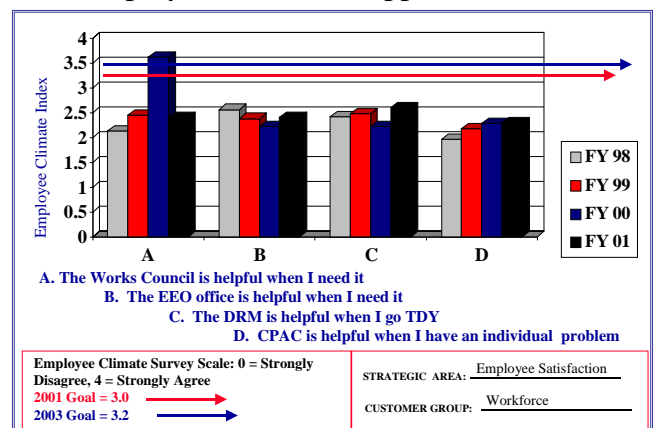


Figure 7.3-14

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7.4 Organizational Effectiveness Results

Figures 7.4-1, 11, 22, 31, 40, 45, and 54 illustrate the scorecards for most Strategic Areas. Substantiating results follow, but may also be found in Areas 7.1, 2 or 3.

7.4a Operational Results

Readiness & Deployment Support Scorecard

Measurement Index	Weight	Score	Weighted Score	Goal
% Timeliness of Transportation Requests	15%	100	15	15
% Timeliness of PDP Requests	15%	100	15	15
% Units with Family Readiness Groups	10%	98	9.8	10
% Readiness Groups with Training	5%	90	4.5	5
Unmet Child Care Requirements	15%	100	15	15
% of CIF Due-Outs	10%	100	10	10
TISA Fill Rate	5%	97	4.85	5
Training Range Utilization	5%	32	1.6	5
ISR I Quality Ratings for Ranges	5%	75	3.75	5
% TASC Requests Fulfilled Locally	5%	100	5	5
Fitness Center Facility & Program CSI	10%	81	8.1	10
Total	100%		92.6	100
				92.60%

Figure 7.4-1

Timeliness of Transportation Requests

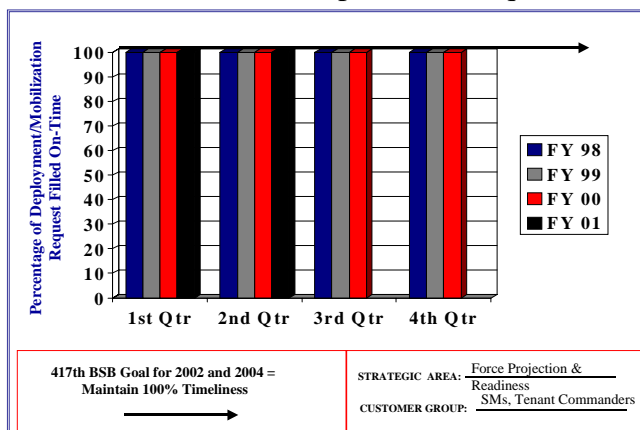


Figure 7.4-2

The timeliness of fulfilling mobilization related transportation requests is a key requirement of such suppliers as the Deutsche Bundesbahn.

Percentage of CIF Due-Outs

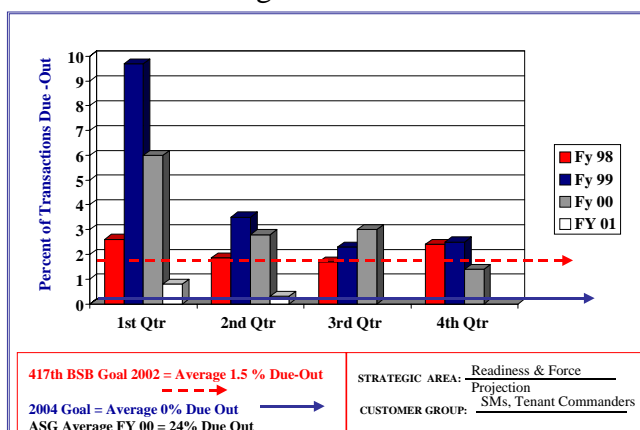


Figure 7.4-3

TISA Prime Vendor Fill Rate

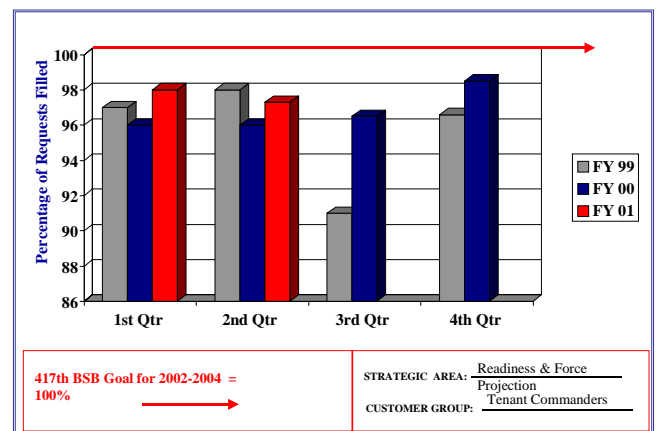


Figure 7.4-4

Identified as a key supplier requirement of the Readiness and Deployment Support key process, contractors filling Troop Issue and Subsistence Activity (TISA) requests fall slightly short of the 2002 goal.

Training Range Utilization

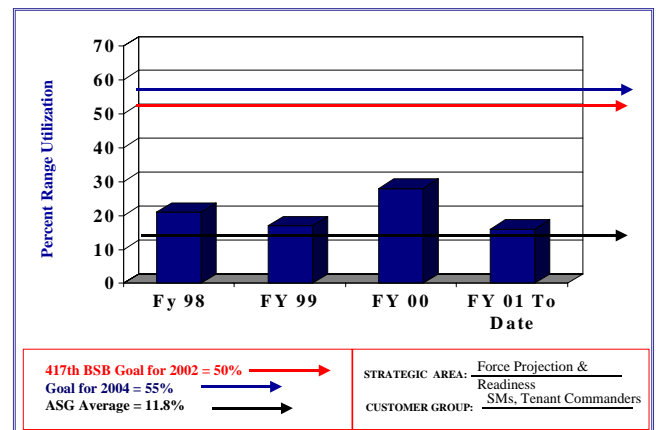


Figure 7.4-5

Complications stemming from the spread of Hoof and Mouth Disease are responsible for the decline in Training Range Utilization realized this year.

Timeliness of PDP Requests

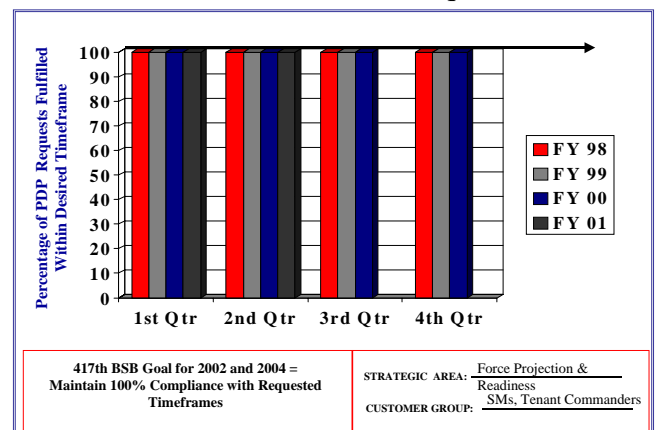


Figure 7.4-6

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The 417th BSB consistently meets the timeframes requested by Tactical Commanders in conducting Pre-Deployment Processing.

Deployment Family Readiness

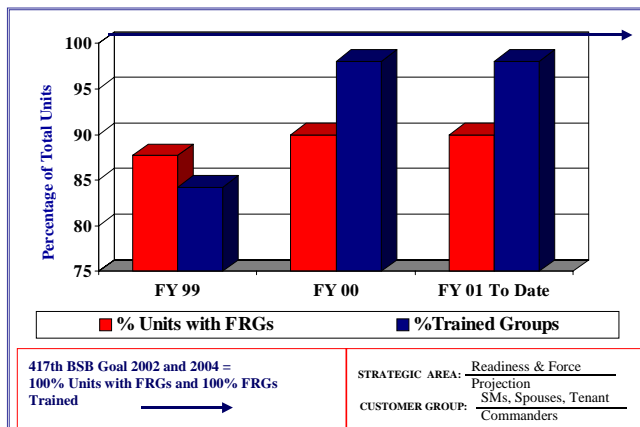


Figure 7.4-7

Unmet Child Care Requirements

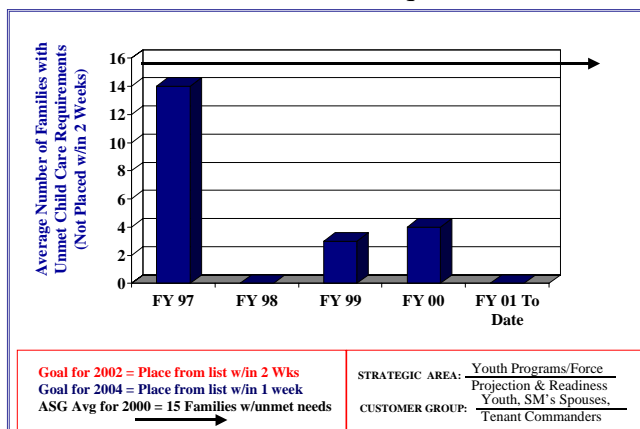


Figure 7.4-8

Preparing families for deployment and mobilization (Figure 7.4-7) and in particular, ensuring that childcare is available (Figure 7.4-8) is key to the role that the 417th BSB plays in soldier readiness.

Quality of Training Ranges & Areas

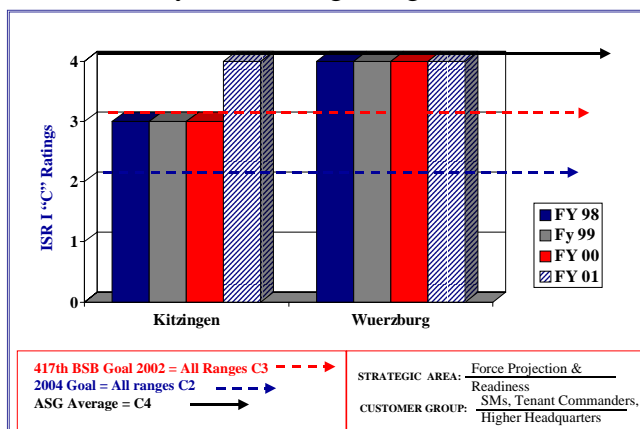


Figure 7.4-9

The goal of the 417th BSB, through improvement of our training ranges is to make ours the training areas of choice for both U.S. and Host Nation soldiers.

TASC Request Fill Rates

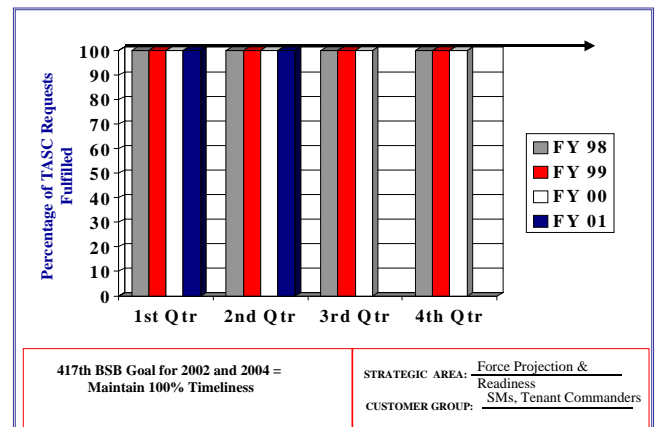


Figure 7.4-10

The 417th BSB has little difficulty sustaining our goal of fulfilling 100% of all training requests for training aids and equipment at the Training Assistance and Support Center (TASC).

Force Protection Scorecard

Measurement Index	Weight	Score	Weighted Score	Goal
On-Time Physical Security Inspections	5%	100	5	5
JSIVA/FP Project Execution	10%	100	10	10
Timeliness of Air Crash Response	5%	100	5	5
Timeliness of Facility Fire Response	20%	100	20	20
Safety-Related Accident Rates	5%	80	4	5
On-Time Safety Inspections	5%	86	4.3	5
Timeliness of MP Response	25%	95	23.75	25
DARE Graduation Rates	5%	100	5	5
Securitas Efficiency	5%	84	4.2	5
Vulnerable Target Risk Assessment				
Progress	10%	56	5.6	10
CSI for Force Protection	5%	81	4.05	5
Total	100%		85.9	95
				90.42%

Figure 7.4-11

On Time Physical Security Inspections

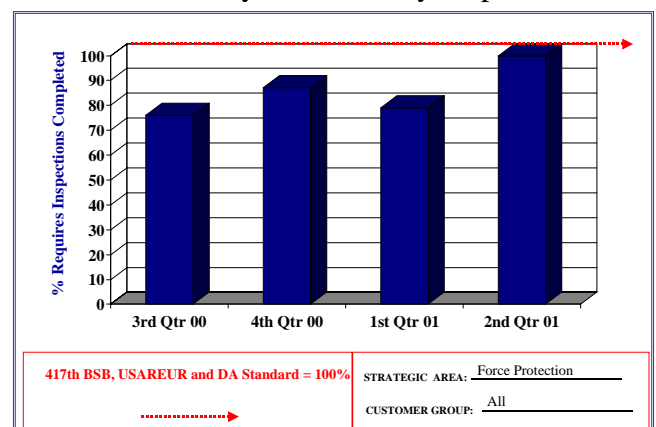


Figure 7.4-12

7.0 Business Results

The timeliness of Physical Security Inspections that the Provost Marshal Office (PMO) conducts is a high priority requirement of the Force Protection Key Process.

JSIVA/Force Protection Project Execution

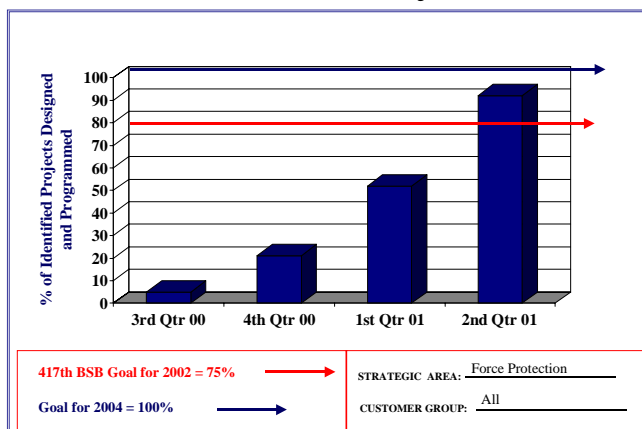


Figure 7.4-13

Results of the last Joint Services Integrated Vulnerability Assessment (JSIVA) identified several projects to be accomplished in order to maximize Force Protection. Progress toward their accomplishment is illustrated in Figure 7.4-13.

Facility Fire Fighting Response Time

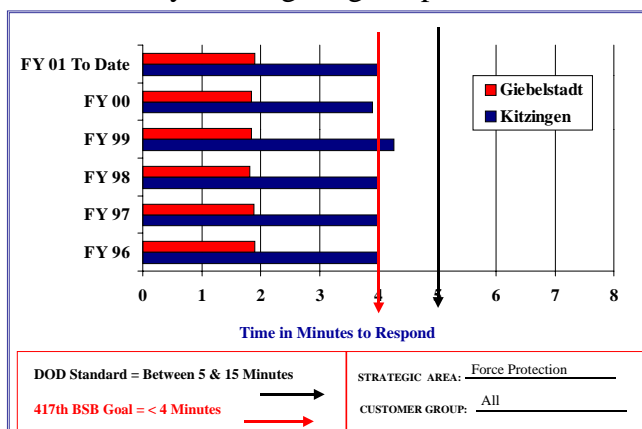


Figure 7.4-14

Air Crash Fire Fighting Response Time

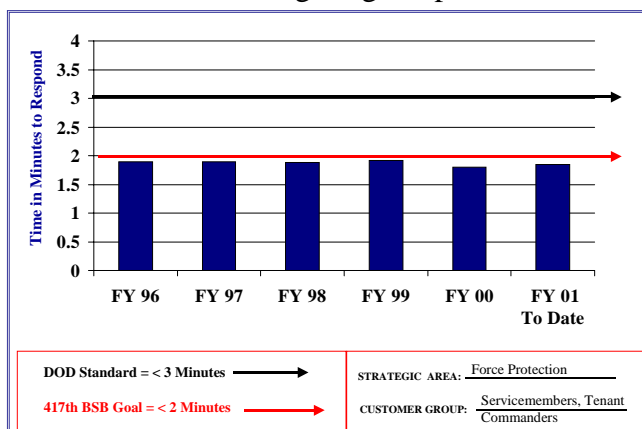


Figure 7.4-15

For the past several years, 417th BSB Firefighters have performed better than established standards during simulated drills and actual emergencies.

Timeliness of MP Response

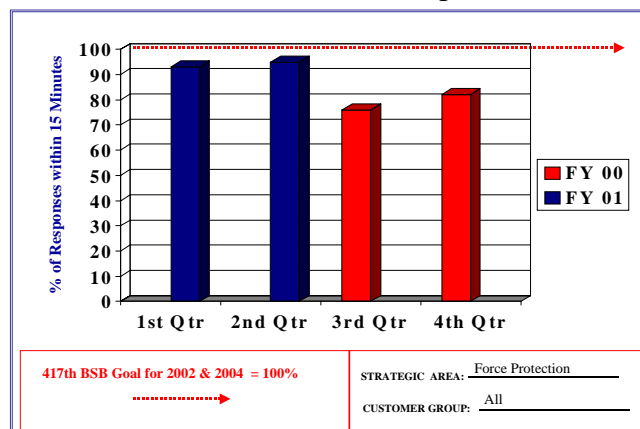


Figure 7.4-16

Augmentation of the BSB force with other Military Police (MP) units is responsible for improved timeliness in response for the past two quarters.

Timeliness of Workplace Inspections

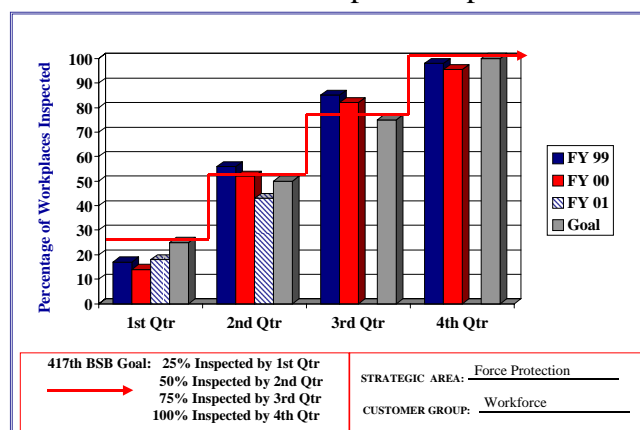


Figure 7.4-17

Civilian On Duty Injuries

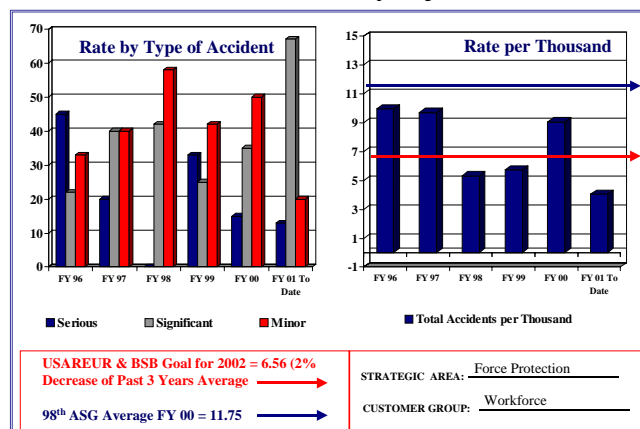


Figure 7.4-18

The 417th BSB Safety Office conducts routine inspections of all workplaces within our footprint. Despite the huge task

7.0 Business Results

that this implies for the small staff, we are able to stay on schedule with these inspections, and therefore take a preventative approach to safety related accidents.

DARE Graduation Rates

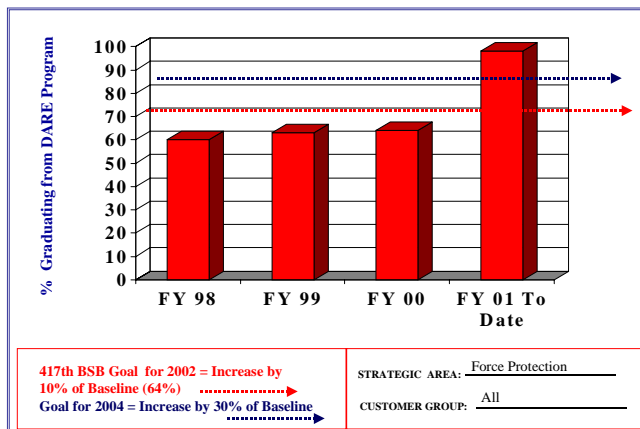


Figure 7.4-19

An increase in the percentage of Drug Awareness and Resistance Education (DARE) graduates over four years precipitates a decrease in juvenile misconduct in our communities (Figure 7.4-37 & 38).

Securitas Performance

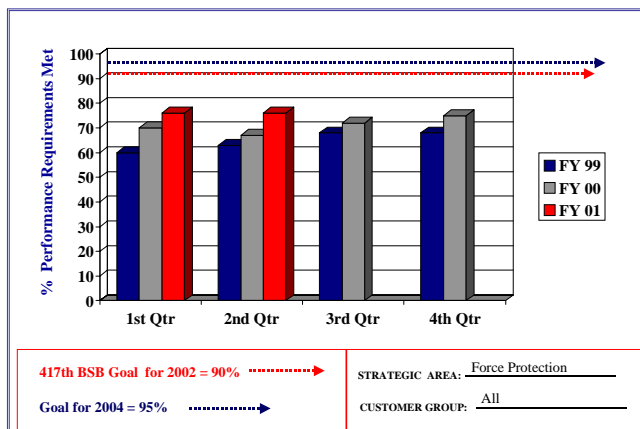


Figure 7.4-20

Responsible for access to our installations, Securitas plays an important role in Force Protection.

Vulnerable Target Risk Assessments

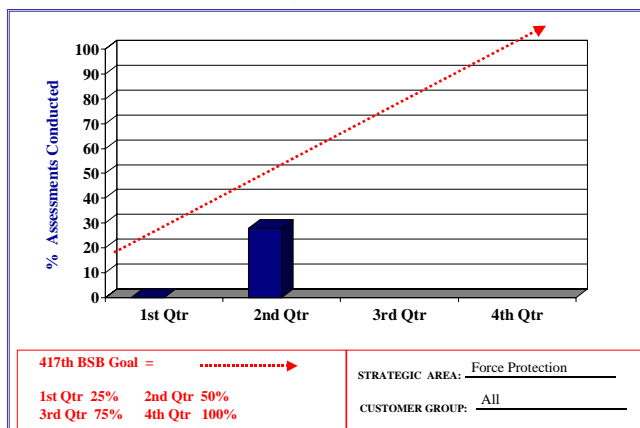


Figure 7.4-21

The 417th BSB is responsible for conducting annual security inspections of vulnerable areas. A new metric selected by the Force Protection KPT, Figure 7.4-21 illustrates our progress in accomplishing these assessments.

Quality of Life Scorecard

Measurement Index	Weight	Score	Weighted Score	Goal
% QOL Standards Met	5%	100	5	5
CSI with Recreation Programs	10%	84	8.4	10
CSI with Entertainment Programs	5%	78	3.9	5
CMR Operating Hours	5%	51	2.55	5
Shuttle Bus Ridership	5%	100	5	5
CSI with PAO and Marketing	5%	71	3.55	5
CSI for Religious Programs	5%	93	4.65	5
Increased Available Leased Housing	10%	80	8	10
Barracks Renovation to 1+1 Standard	10%	82	8.2	10
Waiting Time for Housing	10%	61	6.1	10
Quality of Housing/In-Check	10%	57	5.7	10
CSI with CMRs	5%	81	4.05	5
CSI with Health Facilities	5%	87	4.35	5
Access to Health Care	10%	90	9	10
Total	100%		78.45	100
				78.45%

Figure 7.4-22

Percentage of Quality of Life Standards Met

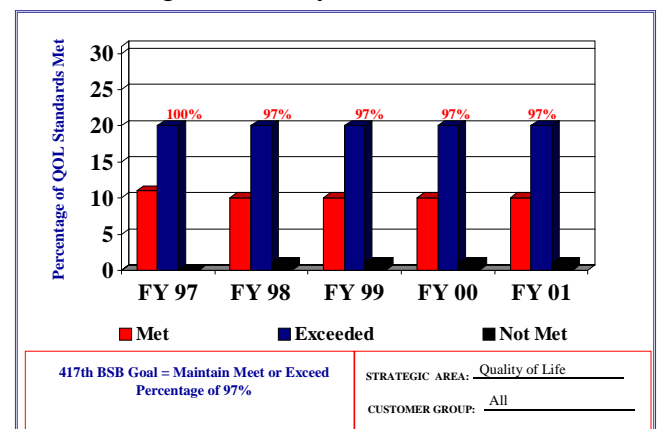
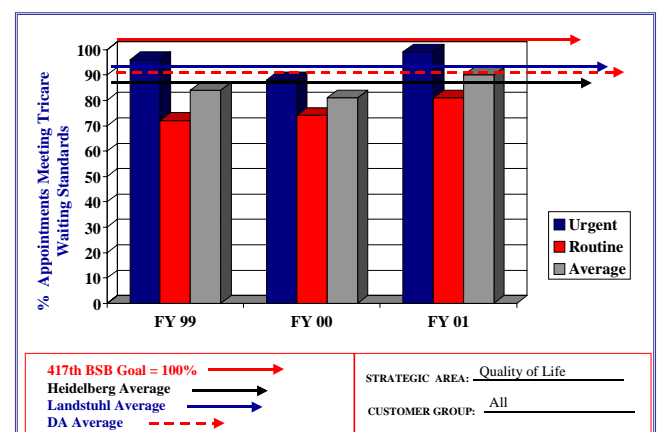


Figure 7.4-23

The 417th BSB consistently exceeds the Quality of Life Standards established by USAREUR.

Access to Health Care



Medical and dental clinics are key partners in facilitating

Figure 7.4-24

7.0 Business Results

quality of life in the 417th BSB and easy access to health care is one of their key requirements.

Waiting Time for Housing - 2 Bedroom

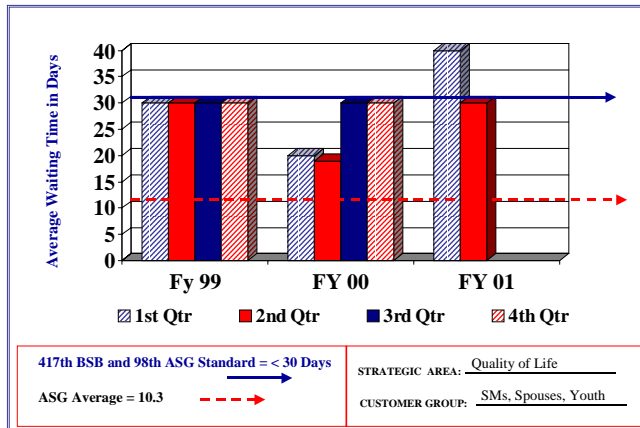


Figure 7.4-25

Waiting Time for Housing - 3 Bedroom

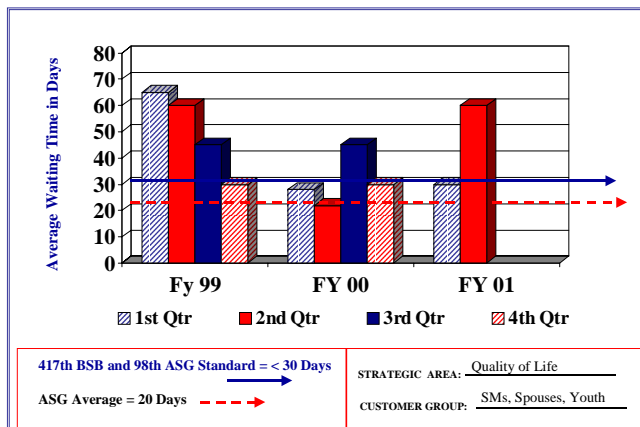


Figure 7.4-26

Waiting Time for Housing - 4 & 5 Bedroom

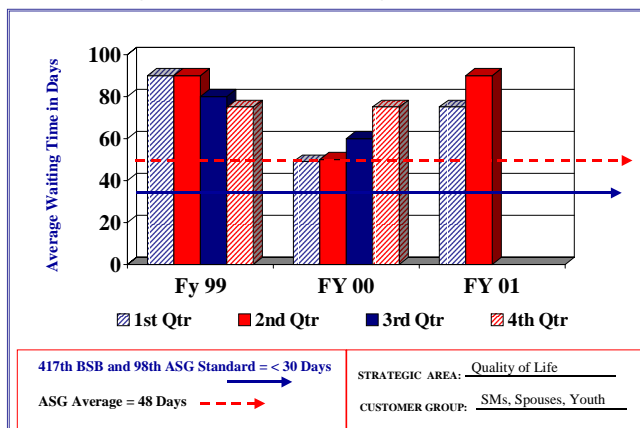


Figure 7.4-27

Minimal waiting time for housing is a key requirement of the Quality of Life Key Process. While the 417th BSB falls below our standards for larger quarters, we are able to house most families within the time restrictions of their Temporary Living Allowance.

Increase in Leased vs GHRP Housing

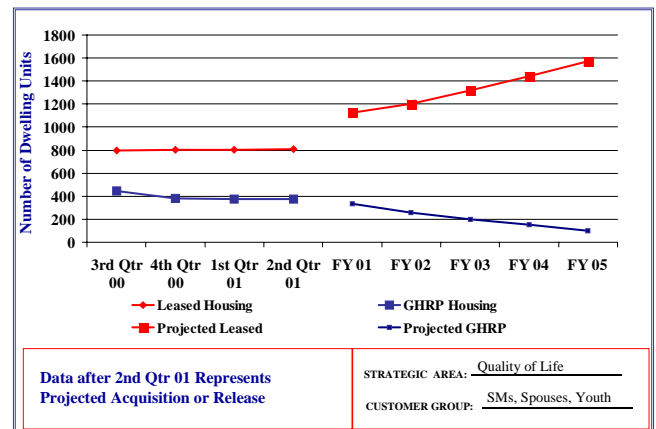


Figure 7.4-28

Barracks Upgrade to 1+1 Standard

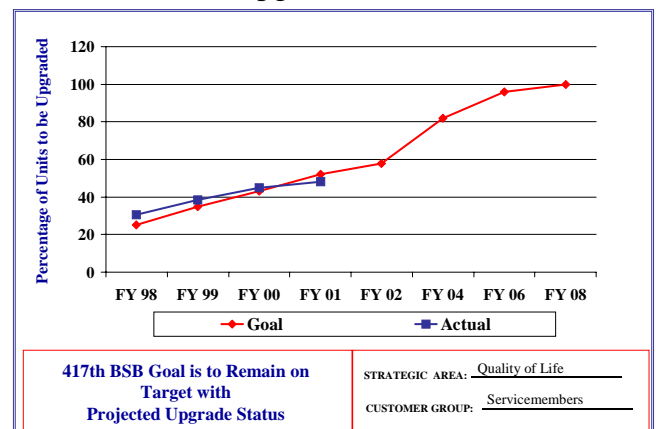


Figure 7.4-29

Facility improvements in housing have a direct impact on quality of life and therefore, Customer satisfaction. With an increase in leased housing and barracks renovation to 1+1 standard, we will significantly improve the quality of life for soldiers and family members in the 417th BSB.

Shuttle Bus Ridership

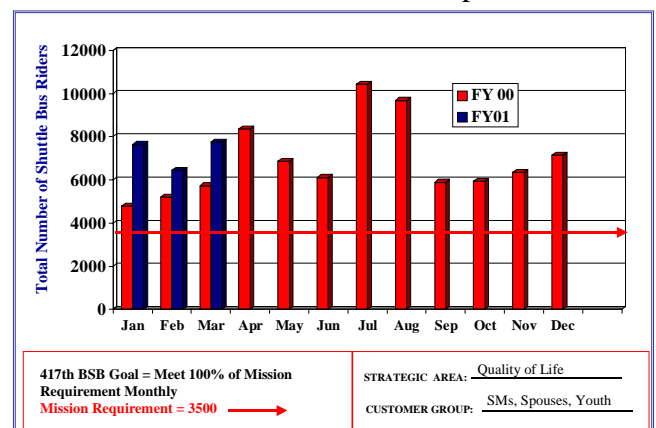


Figure 7.4-30

While the primary purpose for shuttle bus operation is to facilitate transportation of soldiers to and from their

7.0 Business Results

workplaces, it is a service that enhances the quality of life for their family members as well.

Youth Programs Scorecard

Measurement Index	Weight	Score	Weighted Score	Goal
Certification of CYS Programs	10%	100	10	10
Accreditation of SAS Programs	10%	66	6.6	10
Middle School & Teen Quality Scores	10%	87	8.7	10
Unmet Child Care	10%	100	10	10
DoDDS Scores as % of Averages	5%	97	4.85	5
Summer Hire Completion Rate	5%	100	5	5
Effectiveness of Intervention Programs	5%	100	5	5
Youth Recidivism Rates	15%	50	7.5	15
Participation in Religious/Spiritual Programs	5%		0	5
Participation in Parent Enrichment Programs	5%	97	4.85	5
CSI with Youth Programs	20%	66	13.2	20
Total	100%		75.7	100
				75.70%

Figure 7.4-31

DOD Certification of CYS Programs

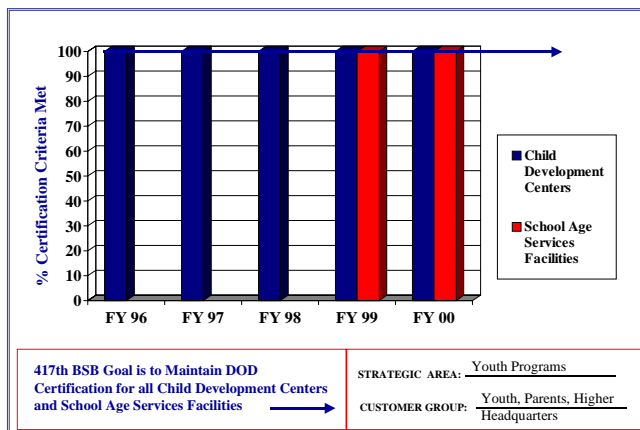


Figure 7.4-32

Although Department of Defense (DoD) certification of our Child and Youth Services programs is mandatory, it is still a credible indicator of the quality of our programs and facilities.

Accreditation of CYS Programs

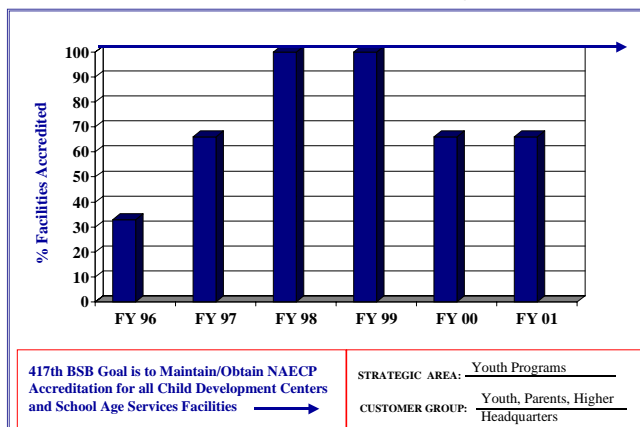


Figure 7.4-33

National accreditation of the Leighton Child Development Center (CDC) is expected this year, which will bring our success in this area back to 100%.

Middle School & Teen Assessment Scores

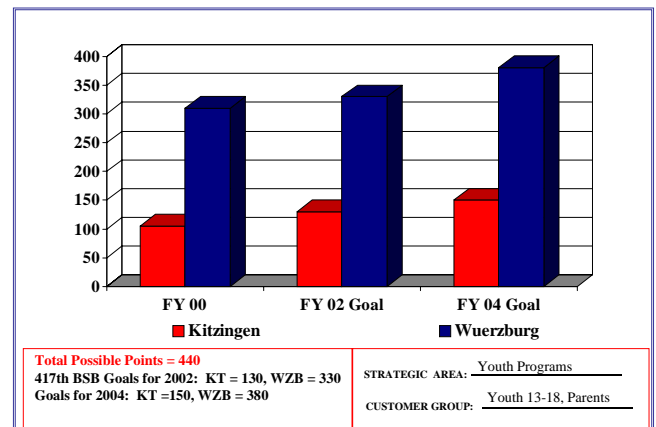


Figure 7.4-34

With the adoption of the Boys and Girls Club of America's "Commitment to Quality" criteria for program improvement, our middle school and teen programs are expected to become increasingly more responsive to our young Customers' needs.

Summer Hire Completion Rates

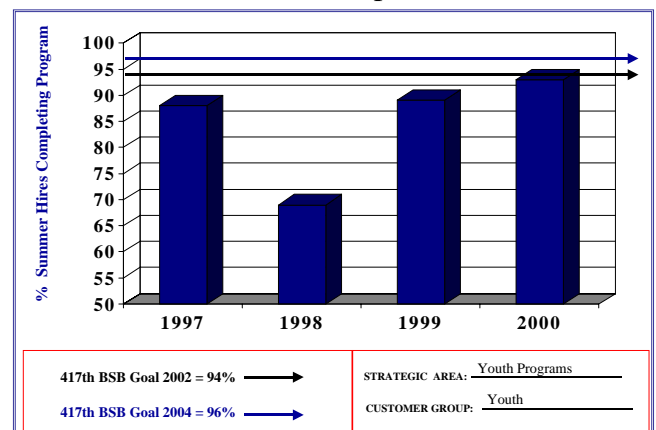


Figure 7.4-35

Participation in Religious/Spiritual Programs

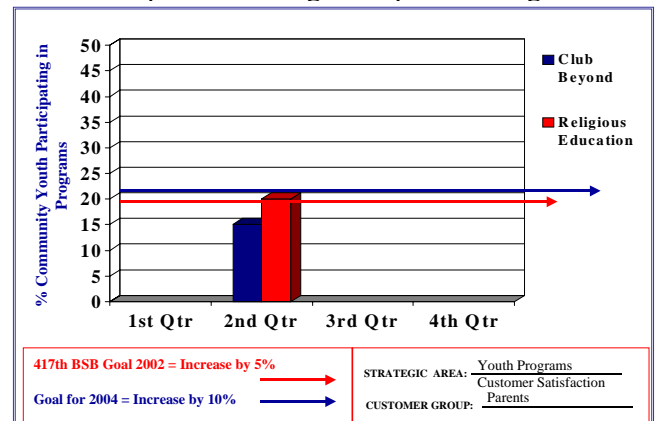


Figure 7.4-36

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Youth programs not only give our children a place to go and something to do, but they are designed to promote positive behavior and social skills as well. The Summer Hire program and religious activities, such as Club Beyond are programs that we promote throughout the BSB.

Effectiveness of Youth Intervention Programs

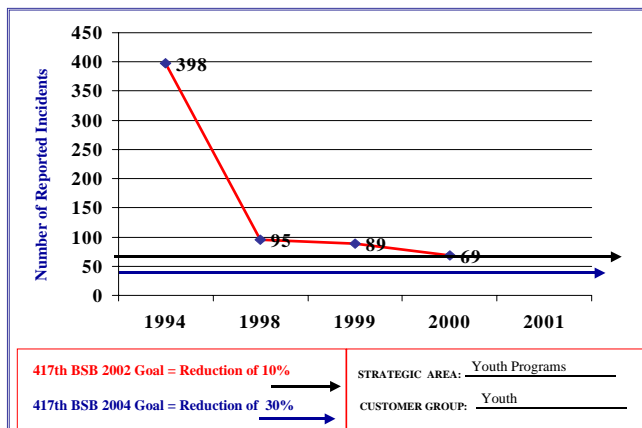


Figure 7.4-37

Youth Recidivism Rates

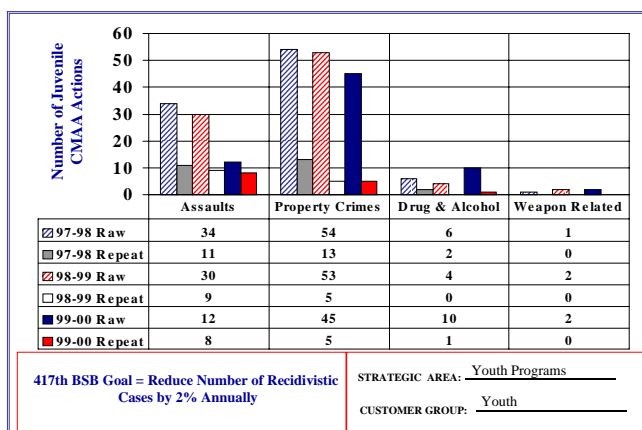


Figure 7.4-38

Participation in Parent Enrichment Programs

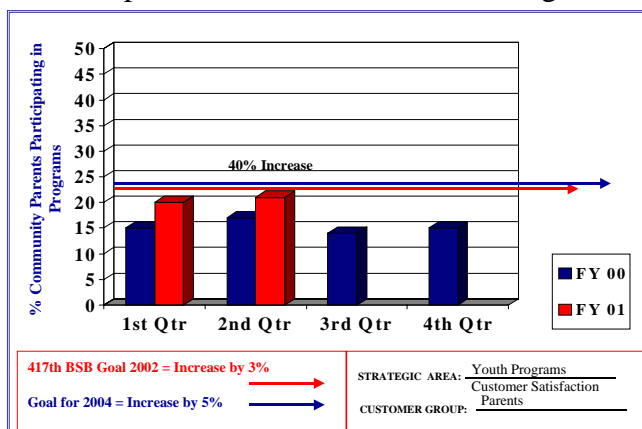


Figure 7.4-39

Proactive youth intervention programs in the 417th BSB serve as a catalyst for the significant drop in both initial and repeat incidents of juvenile misconduct. Parental

involvement and education, however, is key to keeping these results at an acceptable level.

Automation Management Scorecard

Measurement Index	Weight	Score	Weighted Score	Goal
Machines Meeting Standards for Hardware Upgrade	35%	50	17.5	35
Machines Meeting Standards for Network Speed	5%	100	5	5
Networks with Multi-Directional Connectivity	15%	75	11.25	15
Number of Automation Authorizations	20%	100	20	20
Reliability of Network Systems	25%	80	20	25
Total	100%		73.75	100
				73.75%

Figure 7.4-40

Hardware Upgrades

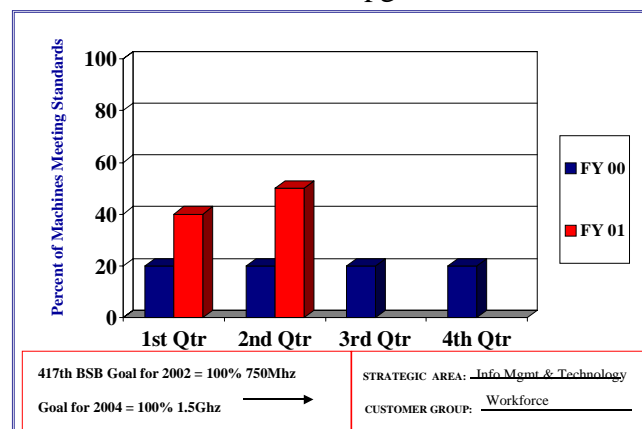


Figure 7.4-41

While funding for hardware and software upgrades is very limited, we anticipate proactive planning and alternative funding sources will enable us to achieve our goal for 2002.

Network Speed Upgrades

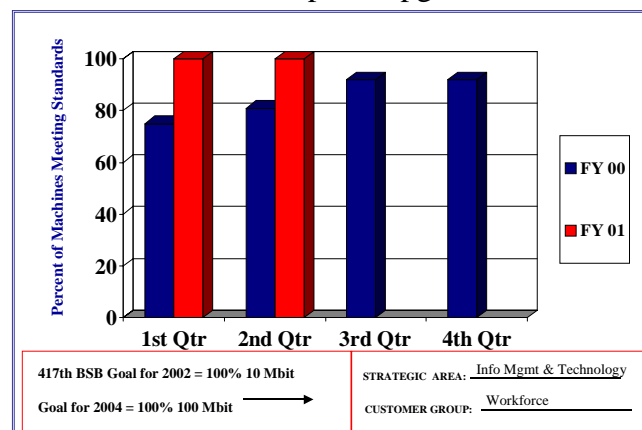


Figure 7.4-42

While the 417th BSB relies on partners such as the 5th and 69th Signal Battalions to achieve the goals illustrated in Figures 7.4-42 and 43, their inclusion in the planning

7.0 Business Results

accomplished by our Automation KPT will facilitate the upgrade of systems networking in the coming years.

Multi-Directional Connectivity

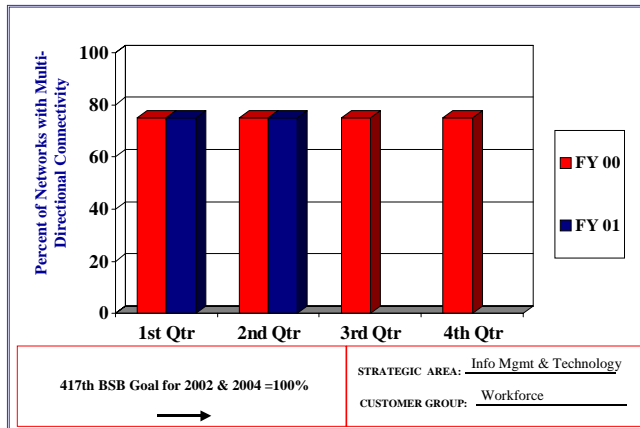


Figure 7.4-43

Automation Support Staffing

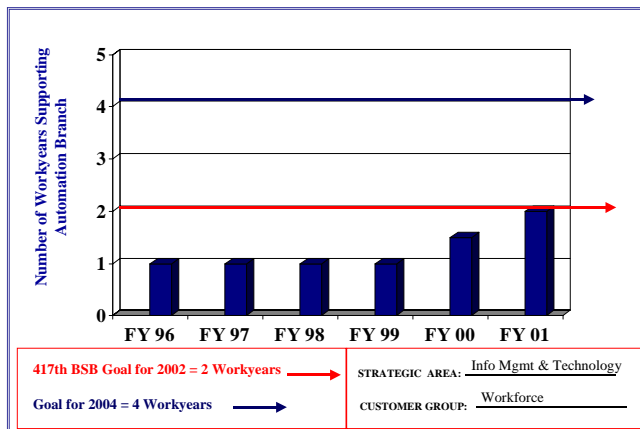


Figure 7.4-44

In order to achieve our goal of moving to “State-of-the-Art Information Management and Technology,” additional manpower is required to manage the automation program. Proactive planning for additional authorizations will triple the size of our automation staff in the coming years.

Facilities & Infrastructure Scorecard

Measurement Index	Weight	Score	Weighted Score	Goal
Customer Satisfaction with Real Property and Maintenance Issues	15%	83	12.5	15
Urgent Service Order Response	15%	100	15.0	15
Routine SO Response within 15 Days	15%	88	13.2	15
Routine SO Response within 30 Days	15%	100	15.0	15
Between Occupancy Down Days	10%	60	6.0	10
Notification of Work Order Receipt	5%	41	2.1	5
On-Line Work Orders	5%	100	5.0	5
Privatization of Utilities	10%	88	8.8	10
On-Time Safety Inspections	5%	86	4.3	5
Percentage of Facilities > C-4 Rating	5%	100	5.0	5
Total	100%		86.8	100
				86.80%

Figure 7.4-45

Urgent Service Order Response Rate

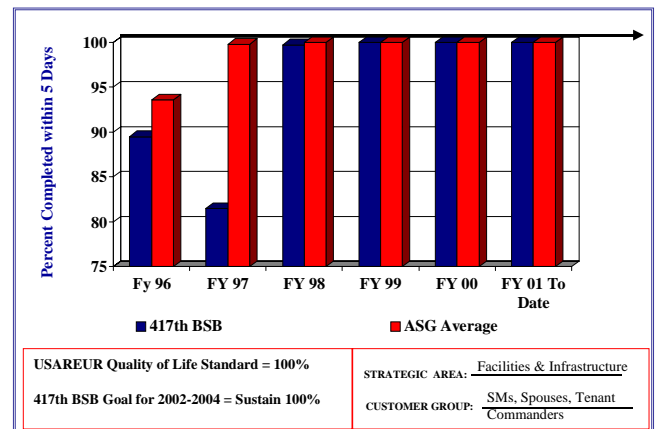


Figure 7.4-46

Routine Service Order Response - 15 Days

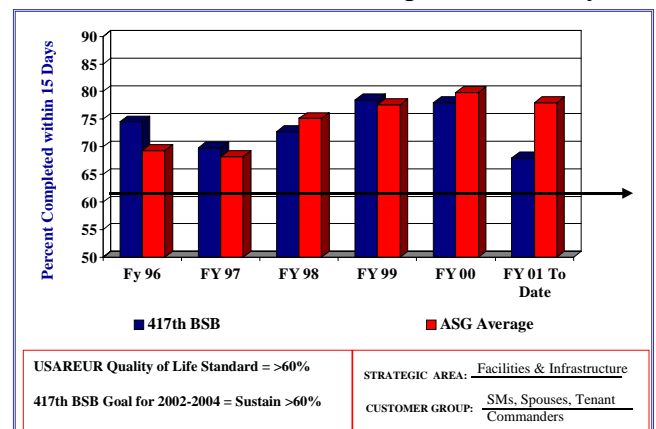


Figure 7.4-47

Routine Service Order Response - 30 Days

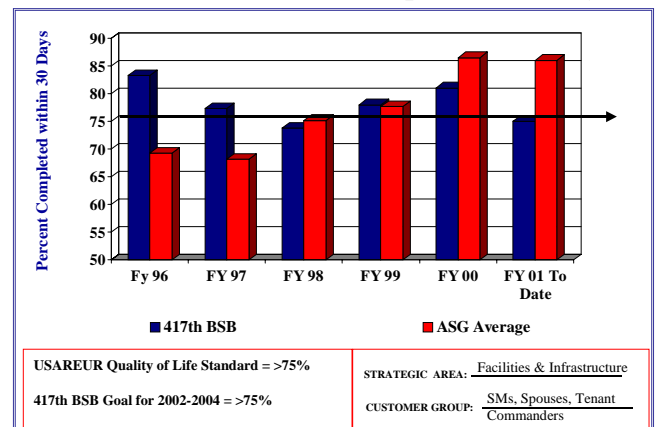


Figure 7.4-48

The 417th BSB meets, and in most cases exceeds, the USAREUR Quality of Life Standards for service order accomplishment, as illustrated in Figures 7.4-46, 47 and 48. Despite a significant reduction in the staffing of preventative maintenance teams, we have consistently met or exceeded our own self-generated goals.

Down Days Between Occupancy

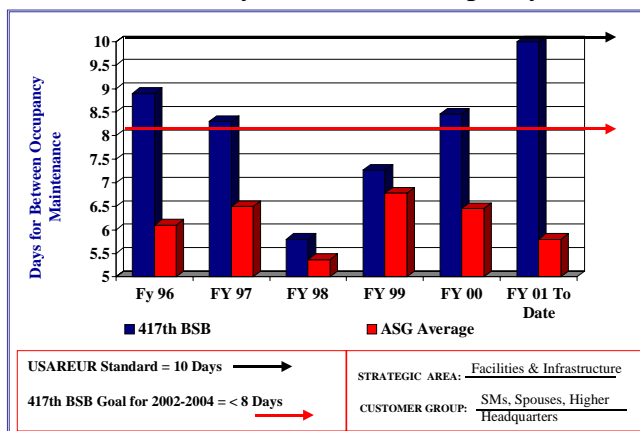


Figure 7.4-49

The Directorate of Public Works (DPW) consolidated its housing maintenance contractors in an effort to maximize utilization of quarters and reduce waiting times. Results of this planned improvement will be apparent at the end of Fiscal Year 2001.

Work Order Receipt Notification

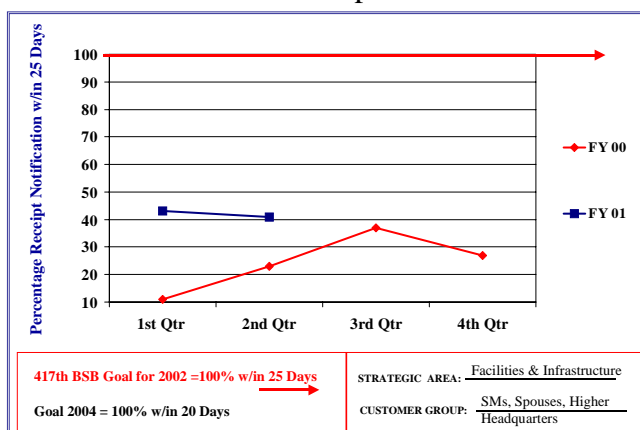


Figure 7.4-50

Work Orders Submitted On-Line

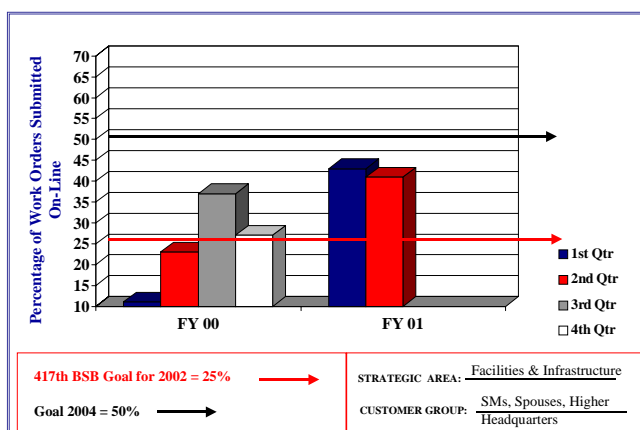


Figure 7.4-51

ISR I Quality Ratings > C4

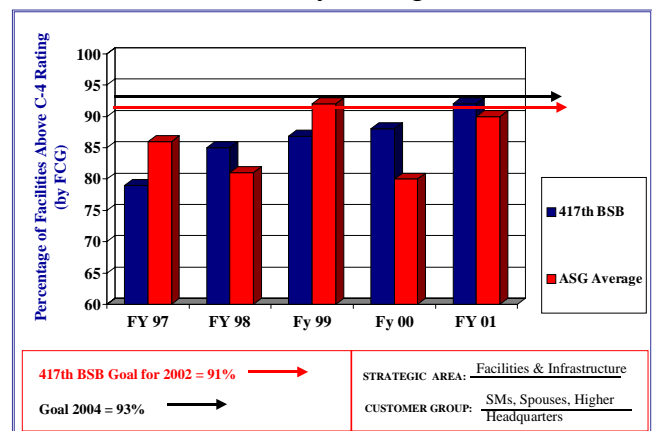


Figure 7.4-52

With facility improvements over the past year, the 417th BSB has already achieved our Installation Status Report (ISR) rating goal for 2002.

ACOE Results

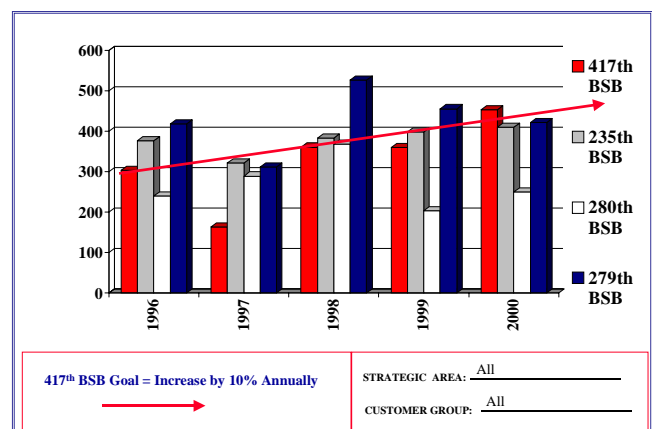


Figure 7.4-53

The Army Communities of Excellence (ACOE) competition is the primary means by which we measure overall quality improvement in the 417th BSB.

7.4(b) Public Responsibility and Citizenship Results

Environmental Management Scorecard

Measurement Index	Weight	Score	Weighted Score	Goal
ISR II Results	20%	86	17.2	20
# of Repeat ECAS Findings	15%	66	9.9	15
% of Trash Recycled	15%	90	13.5	15
Asbestos/LBP/Radon/PAH Abatement	20%	52	10.4	20
% Restoration of Contaminated Sites	10%	89	8.9	10
Generation of Hazardous Waste	10%	100	10	10
Pollution Prevention Accomplishments	5%	66	3.3	5
Hazardous Waste Inspection Findings	5%	86	4.3	5
Total	100%		77.5	100
				77.50%

Figure 7.4-54

Hazardous Waste Inspection Findings

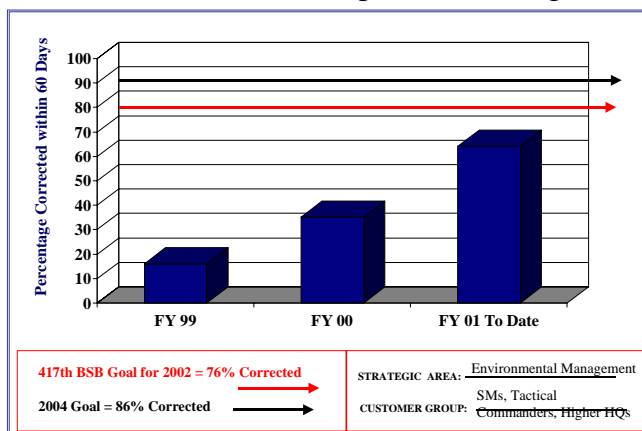


Figure 7.4-55

The 417th BSB Environmental Management Office conducts hazardous waste inspections for all units within our footprint. Adverse findings are required to be corrected within 60 days.

Installation Status Report II Results

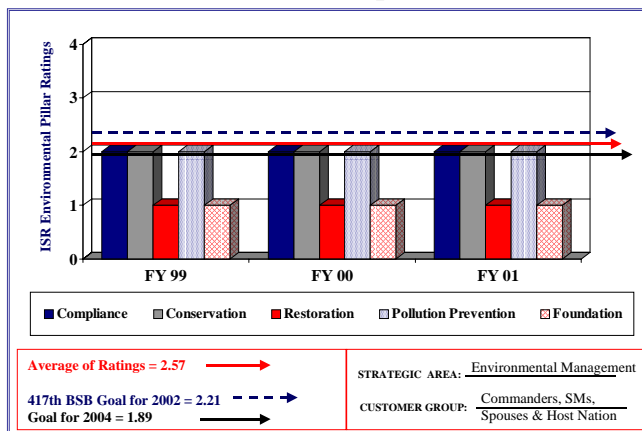


Figure 7.4-56

The ISR Part II measures the quality of our programs in all pillars of Environmental Management. While we exceed the USAREUR averages in most pillars, we have nevertheless established improvement goals through 2004.

Correction of ECAS Findings

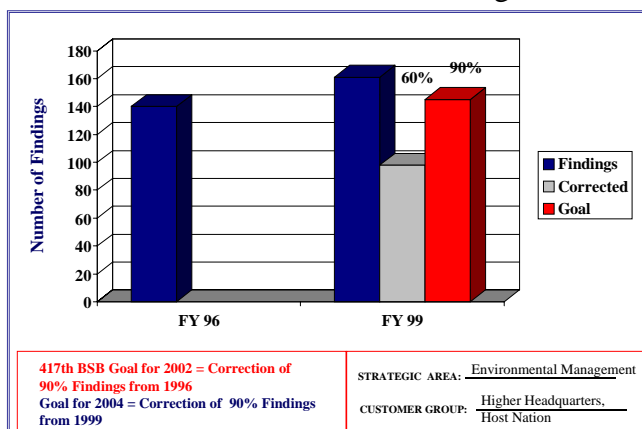


Figure 7.4-57

While the Environmental Compliance Assessment Study (ECAS) will always report findings, the goal of the 417th BSB is to decrease the number of repeat findings with each iteration of the study.

Recycling Rates

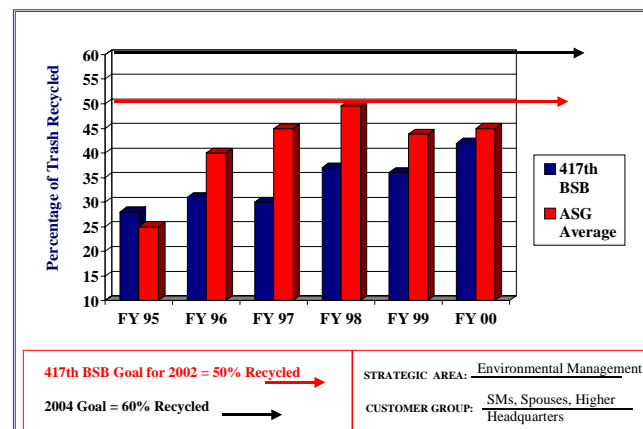


Figure 7.4-58

Categories I & II Asbestos Abatement

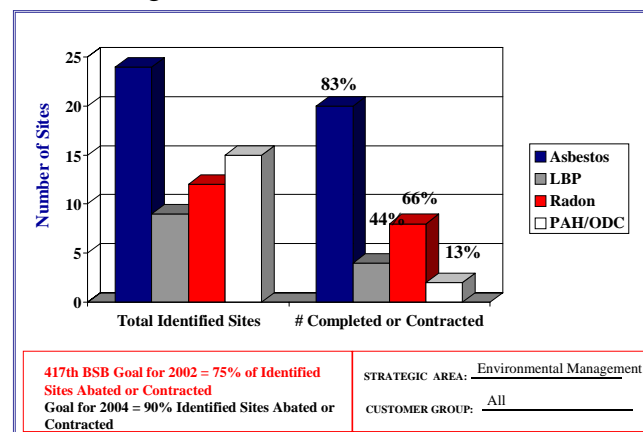


Figure 7.4-59

Proactive identification of asbestos-containing sites and abatement project planning will allow us to achieve our 2004 goal to correct 75% of the deficiencies in this area.

Restoration of Contaminated Sites

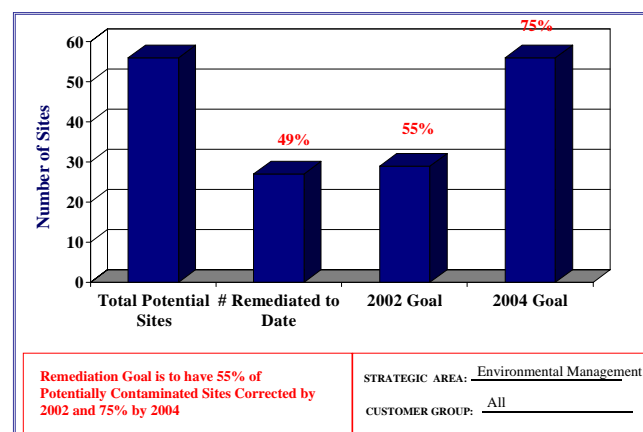


Figure 7.4-60

7.0 Business Results

Hazardous Waste Generation

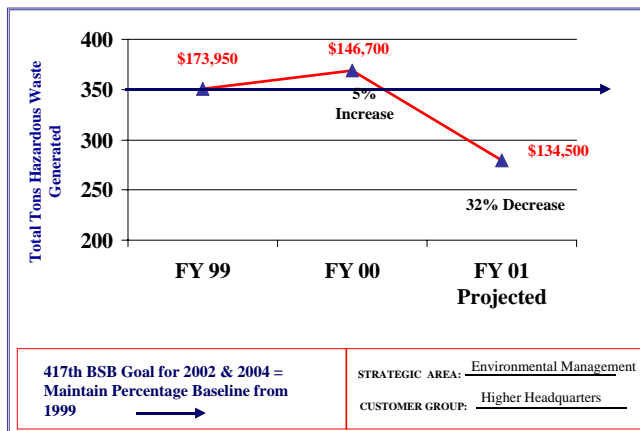


Figure 7.4-61

While the goal of the 417th BSB is to maintain the baseline of hazardous waste generation from 1999, we are committed to reducing the costs of its disposal as well.

Pollution Prevention Initiatives

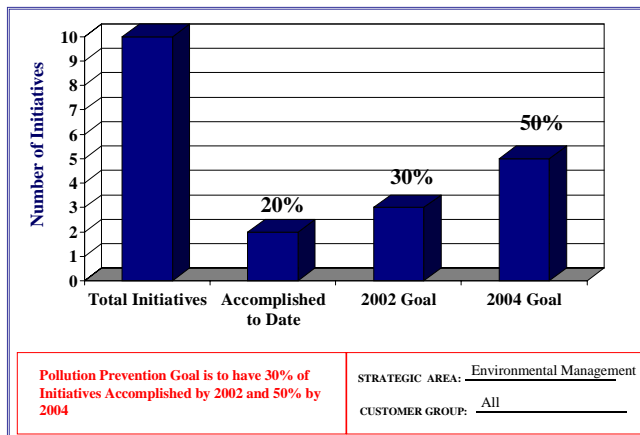


Figure 7.4-62

Critical to public responsibility and corporate citizenship is ensuring that the environment we share with our Host Nation communities is both safe and pleasant to live in.

Schools Academic Standing

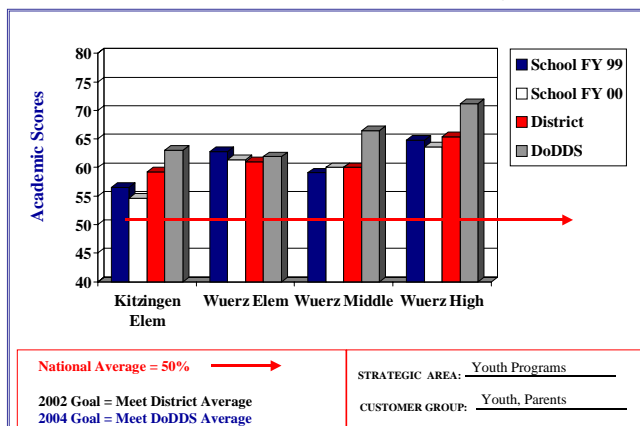


Figure 7.4-63

As key partners identified by the Youth Key Process Team, we depend on our schools to provide the highest quality academic programs possible.

Customer Satisfaction - Publicity

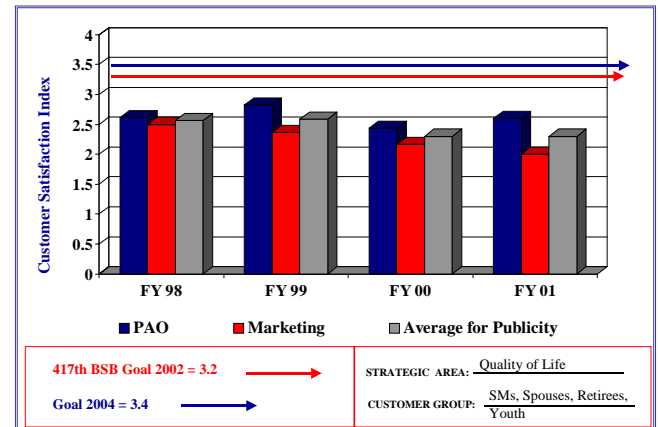


Figure 7.4-64

Informing the soldiers, civilians, and families of the 417th BSB about community events and public affairs is a key piece of public responsibility.

Population At - Risk for Health Problems

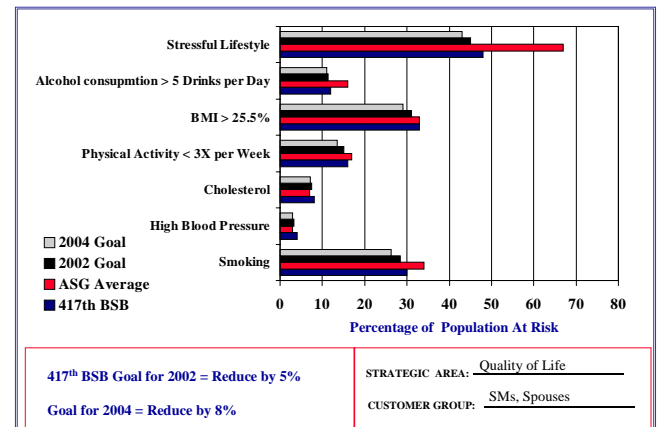


Figure 7.4-65

While the health of the community is not the primary Mission of the 417th BSB, we have a vested interest in the prevention of health problems and partner with the 67th Combat Support Hospital and its outlying clinics to develop programs that improve the overall health of the community. With the establishment of the Health Promotions Council, at-risk data will be reviewed on an annual basis to gauge the effectiveness of these programs.

We Make a Difference!